



STRATEGIC TALENT MANAGEMENT
We solve your people challenges.

STM ADVANCED / Leadership Index™

Sample Report

Platform Taken On : PC

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STRATEGIC TALENT MANAGEMENT / We solve your people challenges.

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Your Behavioral Report

You are a unique individual and part of what makes up your personality is your behavioral style. There is no right or wrong style. This is simply how you tend to behave and communicate with others.

Most misunderstandings between people are due to different behavioral styles not understanding **HOW** to communicate with each other. Learning how to recognize the style of others, and adapt your method of communication and interaction, will make you a better communicator.



Before you can understand how to interact with other people better, you first must understand your own behaviors. In your behavioral style report you will do just that.

You may be wondering why there were 2 sets of questions for this assessment. This is because you may behave differently naturally (when you are at home or in a safe relaxed environment where you let your guard down) than you do at work. So we measure **Natural and Work behaviors** and then look at the difference to see where you tend to adapt (change) your behavior.

Any big shifts from your natural behavior that are required by your job may cause you stress. However, many people know what is required by their job and can successfully adapt without stress. The ability to handle adapting your behavior depends on you. Understanding yourself is the key to managing the change with as little stress as possible, or finding a job that fits you better and complements your natural preferences.

Four Core Styles

Behaviors are divided into four core styles, each having a distinct difference. Rest assured that we are not saying there are only four types of people. Your style is made up of a combination of the four styles, and your report is based on your specific combination to give an interpretation for your unique behavioral style.



Your report is divided into 3 sections

YOUR STYLES COMPARED: Your **Natural Style** compared to your **Work Style** which allows you to see where you are adapting, and the amount of that shift.

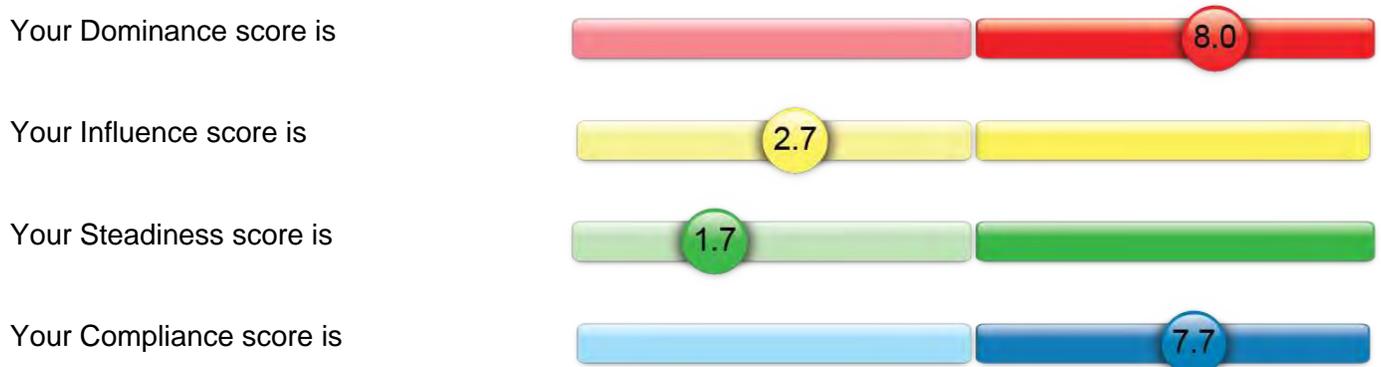
YOUR NATURAL STYLE: Detailed information about your **Natural Style**.

YOUR WORK STYLE: Detailed information about your **Work Style**.

Your Styles Compared

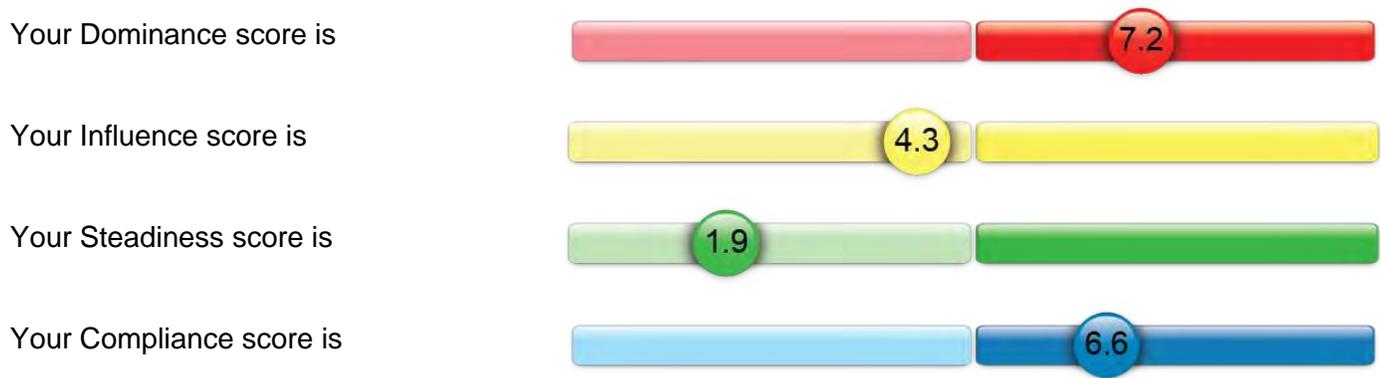
Your Natural Style

This is how you prefer to behave or communicate when you are in your natural surroundings (at home, with family or friends). That does not mean that you do not experience stress and react to it, it means this is how you normally behave when not required to act a different way (by your boss, because of rules....).



Your Work Style

This is how you behave or communicate when you are at work. Your job may require you to just behave and communicate the same as your natural style, which may put less stress on you, or your job may require you to behave in a much different way (focus on tasks or project completion, be organized, talk a lot with people in an enthusiastic manner) and this may, or may not, cause you stress as you adapt to this style of behavior.



This page provides you with the degree of your behavioral adaptation Up or Down from your Natural style to your Work style. Adapting either UP or Down in order to achieve expected results takes energy and focus.

CORE Behavioral Attribute	Natural	Work	Adaptation
Influence	2.7	4.3	1.6 UP
Compliance	7.7	6.6	1.1 DOWN
Dominance	8.0	7.2	0.8 DOWN
Steadiness	1.7	1.9	0.2 UP

Behavioral Attribute	Natural	Work	Adaptation
Distractibility:	1.9	3.9	2.0 UP
Approachability:	2.2	4.1	1.9 UP
Trusting:	1.9	3.5	1.6 UP
Flexibility:	4.0	5.5	1.5 UP
Interacting with People:	4.5	6.0	1.5 UP
Organized Space:	8.1	6.6	1.5 DOWN
Project Completion:	3.2	2.1	1.1 DOWN
Detailed Analysis:	6.8	5.8	1.0 DOWN
Multitasking:	4.8	5.8	1.0 UP
Introversion:	6.7	5.8	0.9 DOWN
Emotionality:	4.7	5.6	0.9 UP
Openness to Change:	8.9	8.1	0.8 DOWN
Fast Paced:	8.0	7.2	0.8 DOWN
Focused on People's Needs:	4.0	4.8	0.8 UP
Quick Decision Maker:	7.2	6.4	0.8 DOWN
Risk Tolerance:	7.0	6.2	0.8 DOWN
Rule Focused:	6.7	6.1	0.6 DOWN



Emotional Composure:	1.6	2.1	0.5 UP
Extroversion:	7.5	7.0	0.5 DOWN
Time Management:	8.1	7.6	0.5 DOWN
Following Routines:	1.2	1.6	0.4 UP
Agreeableness:	0.4	0.8	0.4 UP
Perfectionism:	6.2	6.0	0.2 DOWN
Collaborative Team Player:	0.2	0.4	0.2 UP
Competitive:	9.0	9.0	0.0 NONE
Sense of Urgency:	8.5	8.5	0.0 NONE

Your Natural Style



This is how you prefer to behave or communicate when you are in your natural surroundings (at home, with family or friends).

Natural Style

These are your natural style characteristics based on your blend of each of the 4 behaviors.

- You are more concerned with the practical details when talking with someone, rather than the feelings and personal connection you have with them.
- You may be very analytical and systematic in your relationships and may not appreciate, or take seriously, those who seem very emotional and illogical in their thought process.
- You do not mind confrontation or a good argument.
- You are an independent problem solver.
- You do not mind taking on many projects or multitasking.
- You have a lower trust of what others tell you until you take the time to verify the truth in what they are saying.
- You tend to be a calculated risk taker, weighing the benefits versus risks when making decisions.
- You do not mind constantly changing goals and objectives, and probably enjoy the challenge.
- You may come across as impatient with others.
- You are cautious and focus on avoiding errors, mistakes and omissions that you or others might make.
- You have a high sense of urgency, but also want to make sure things are done right. This may cause you a great deal of inner conflict.
- You appreciate information that is concise, as well as information which is full of details and facts, depending on your needs at the time.
- You are competitive and like a good challenge.
- You are demanding of others, and expect your directives be followed.
- You are comfortable with adopting new methods and making changes that are supported by data and facts.

Your Style Strengths

What are some success key words that best describe your style?

- Presenting facts
- Compliance to standards
- Organized
- Attention to details
- Leading others
- Competitive
- Decisive
- Fast-paced performer
- Problem-solving

Potential Pitfalls of Overextension

A strength can become a weakness if overused. Here are some areas that you should be aware of.

- You have the ability to really drive a team of people to achieve results based on a sound strategy. However, you may push them too hard, and/or too fast without listening to their concerns or feelings. You may talk down to them, micromanage them, or just seem insincere and unconcerned about them. Your focus tends to be on the end result, not on the people. You need to understand that you cannot do it all yourself, and in order to have people put in their best effort, they need to feel listened to and supported. Try being an active listener and determine what the issues really are. Also, let them have the freedom to do things their way within an established timeframe and guidelines. You will find you have a much more productive team and will have much better outcomes.
- You have the drive to get things done fast and to do things correctly. While these are both great attributes, they are in opposition with one another. This can lead to internal conflict when you force yourself to choose between quantity and quality. As often as possible, give yourself enough time to weigh your options, or to do things the "right" way. However, when time is of the essence, make the best decision you can based on the facts and data at hand. Do not over think it or overanalyze it.

Potential Fears

What are some things that can cause you concern?

- Being wrong or making an error
- Criticism of the quality of your work
- Being defeated
- Losing control

Your Preferred Environment

What type of environment(s) would suit your behavioral style best?

- Where the use of logic and reason is encouraged and respected
- Where ingenuity and determination are rewarded
- Where being systematic and detail focused is rewarded
- Where there is a focus on results
- Where quick, but effective, decision-making counts most
- Where time is given to analyze facts and details before making plans or decisions
- Where precision is highly valued
- Where you can frequently analyze and solve problems
- Where you can use your knowledge and analytic skills to their fullest

Behavioral Motivators

What are some things based on your behavioral style that you enjoy?

- Being given challenges
- The opportunity to compete and win
- Being in control and a decision maker
- Having high quality/safety standards set for the work being done
- Having access to any information, facts and data you need
- Being rewarded for results

How You Would Like Others to Communicate with You

How do you respond best when interacting with others?

- Follow any communication protocols that have been established
- Listen to your thoughts and opinions fully
- Be direct and to the point
- Be considerate of your time (Do not waste it)
- Give you only the most relevant facts and data
- Listen to what you are saying before they start to speak
- Give you their full attention
- Allow you time to research facts or analyze data before presenting your opinion
- Be direct and to the point in a systematic way
- Give you options and let you choose

How Others Should NOT Communicate with You

These are ways that you do not appreciate being interacted with.

- Do not give you ultimatums
- Do not get too personal with you at work or make small talk, stick to the business at hand
- Do not give you too many details beyond what is needed
- Do not come to you unprepared or disorganized
- Do not have a side conversation with someone else at the same time they are talking to you
- Do not act aggressive or hostile toward you
- Do not change subjects before you have finished making your point
- Do not give you written documents that are disorganized or based on feelings rather than facts
- Do not get in your personal space when having conversations
- Do not conduct rambling, unfocused conversations

Under Stress You May Appear to Others as

Even though it may not be your intention, under stress or pressure you may be perceived by others this way.

- Overly analytical
- Overly competitive
- Argumentative
- Overly reactive
- Angry
- Pushy and forceful
- Insensitive
- Overly critical
- Talking down to people
- Too demanding

What You Can Do to Improve Your Interactions with Others by Adapting to Their Style

By adapting to others when communicating you can have more success.

- (High D) Do not overwhelm them with details. Put the most important information at the top or in bold
- (High S) Be respectful of their time. Give them information in writing so that they have time to prepare a response
- (High I) Be personable and respect their feelings. Do not be overly critical of their lack of detail or disorganization
- (High S) Give extra time to adapt to changing priorities and tasks
- (All Styles) Listen to their point of view before making a decision
- (High C) Give details to support decisions
- (High I) Make small talk to make a more personal connection

Core Natural Behaviors

In this section you can read the details of what your Core natural behavioral scores mean in detail.

Dominance

Are you strong-willed, confident, demanding or even aggressive?

Your Dominance score is



Dominance contributes confidence and drive to behavior. It is an extroverted style that can add the determination to win to your character.

A **high score** indicates you exhibit dominance in your behavioral style. You have drive, determination and a strong will. You may be assertive and quick to make decisions. Under stress you may be seen as argumentative or too aggressive.

Influence

Are you optimistic, out-going and able to inspire others?

Your Influence score is



An influencer communicates in a warm and charming way. People want to do things for them and enjoy being around them. They tend to be optimistic and fun-loving.

A **low score** indicates that you tend to be less focused on communicating with others in a warm and friendly manner. You may be seen as reserved, impersonal or even untrusting.

Steadiness

Do you like to follow an established routine?

Your Steadiness score is



This measures your preference toward being consistent in how you do things, being reluctant to change without “good” cause, and wanting to finish what you started before starting something else.

A **low score** indicates you are willing to change and do not mind dropping what you are working on to focus on something else. You may have less patience and may rush through things to get them done.

Compliance

Do you like to focus on the facts and follow the rules?

Your Compliance score is



This measures your preference for being analytical, compliant with rules and laws, and cautious when performing tasks so you do them correctly and safely.

A **high score** indicates you exhibit precision and organization in your behavior. You like to be “right” and back up your decisions or arguments with lots of facts and data. You will take your time answering if you are not certain you are correct, and you will argue strongly when you know you are right. You like order, neatness and you like to follow the rules as well. You will be quick to point out when others are not. You may be seen as too detail focused or impersonal, but you feel it is better to be right than wrong and it is better to obey the rules than face the consequences of not.

Behavioral Attributes Related to Your Natural Style

In this section you can read the details for your behavioral attributes as they relate to your natural style.

Agreeableness:

Do you tend to go along with others and try to please them?



This attribute measures to what extent a person is supportive and willing to help out others. They tend to go along with plans and like to please others.

A **low score** indicates that you do not express agreement with others just to make them happy or to keep the peace. You stand up for your beliefs or opinions, and are not willing to make compromises or concessions to others without a good reason.

Approachability:

Do others consider you friendly and approachable?



Some people make others feel comfortable approaching and interacting with them. Their body language, tone and overall demeanor are welcoming.

A **low score** indicates that others may perceive you as unapproachable. It may be that your tone or body language gives the sense that you are not open to having someone walk up to you and start a conversation. They may even see you as being unfriendly, even though it is probably that you are just shy, reserved or a private person.

Collaborative Team Player:

Are you focused on being a supportive team member?



This measures your preference toward working within a team as a dependable, supportive team player. As well as, working in a collaborative way and encouraging and helping the team members to maintain a cooperative relationship.

A **low score** indicates you are not a collaborative team player. You may have your own agenda on the team. To lead it or to play devil's advocate by throwing in lots of facts or counter opinions to what other team members say. You may be seen as disruptive or aggressive by your other team members and they may not enjoy being on a team with you.

Competitive:

Are you driven to win?



This measures your need to compete in life. A competitive person sees the chance to win at everything they do. They are driven by the sense of accomplishment and being the best.

A **high score** indicates you are very competitive in your actions. You strive to do better than others and be the “winner” even in the most routine things. You get a rush out of beating others, as well as outdoing your own past performances. For those other competitors who interact with you, it may be fun and challenging, or it could lead to some fighting. For those who are not competitive, they may get tired of you always turning everything into a challenge and needing to “win”.

Detailed Analysis:

Do you enjoy looking at the data and facts before making decisions?



This measures your preference toward looking at data or crunching numbers to support your ideas, arguments, or decisions.

A **moderate score** indicates you have the ability to conduct detailed analysis when needed, but also feel that when a quick decision is needed you can skip some of the analysis and make a decision faster.

Distractibility:

Is your attention easily diverted?



This attribute measures how easily distracted a person can become. Some people often go off on tangents during conversations, or can lose mental focus while performing tasks.

A **low score** indicates that you are not easily distracted. You tend to stay on task and focus on what it is you are doing. You typically stay on point during conversations and prefer others to not go off on tangents or change the subject while you are talking.

Emotional Composure:

Are you able to maintain poise under pressure?



Emotional composure is the ability to maintain and control one's emotions even under stressful situations.

A **low score** indicates you may have a hard time maintaining your emotional control and composure in your daily life, or it may take you a lot of energy and effort to maintain your calm. Certain people, or high levels of pressure and stress, may cause you to become very emotional. You may be quick to anger, or you may show your emotions in other ways. It is very apparent to those around you that you are upset, excited, or highly emotional.

Emotionality:

Do you tend to show your emotions to everyone?



Emotionality is a measure of a person's emotional response to things going on around them. Highly emotional people openly show how they are feeling to other people. Those who have lower emotionality tend to internalize their emotional responses.

A **moderate score** indicates that you often show your emotions. Because of this, people around you may know how you are feeling. However, you may try to mask your emotions because you are trying to maintain your composure, or maybe you believe that showing too much emotion makes you vulnerable to others.

Extroversion:

Are you typically an outgoing and highly social person?



Extroverted people are outgoing, energetic, and tend to enjoy being in the spotlight. They typically enjoy influencing or directing others; and they often do not mind speaking to a group of strangers or meeting new people.

Note: Some people have both Extroverted and Introverted characteristics. An example of this would be if you have a high score on Dominance and a high score on Compliance, or if you have a high score on Influence and a high score on Steadiness. This means that you are a blend of the two and at times you will behave more extroverted and at other times you may be a bit more introverted. For example, a high Dominance person likes to make quick decisions, but a high Compliance person likes to take more time to weight all of the options so they don't make the "wrong" decision. This is what we call an internal conflict, or a me-me conflict. I want to work fast, but I also don't want to make mistakes. So look at your Introversion score to see if you are typically behaving as an extrovert, or if you at times behave more introverted.

A **high score** indicates you are very extroverted and outgoing. This may be coming from a high dominance, in which case you would be bold, daring, and competitive; or this may be coming from a high influence, in which case you are warm, friendly, and optimistic; or it may be coming from a combination of the two.

Fast Paced:

Do you like to move and work fast?



Fast-paced people like to accomplish tasks quickly and work at a rapid pace. They tend to make decisions quickly as well.

A **high score** indicates you prefer to move at a fast pace. You like to get things on your list done swiftly so you can see results. You also tend to make choices fast. This allows you to maximize your time, but be careful to not make decisions too quickly. If you don't slow down a bit on the important decisions and weigh your options carefully, you may make a poor choice.

Flexibility:

Are you able to adapt quickly to the demands in life while maintaining a positive attitude?



This measures your versatility and ability to be flexible as your life requires. When new tasks or projects arise can you drop what you are doing and switch gears while keeping a positive attitude.

A **moderate score** indicates you can be versatile and flexible when needed, but do enjoy working on a project until it is completed. Being asked to change gears may cause you some stress, especially if it happens a lot.

Focused on People's Needs:

Are you focused on the needs of others?



This measures your ability to focus on what other people want or need. This may be family, friends or other people you meet in your life outside of work.

A **moderate score** indicates you are often able to listen to others and focus on their needs, communicate well with them, and support them effectively. However, when your schedule is overwhelming, or you are under pressure or stress, you may be short with them, fail to listen effectively, or do not provide the full level of support they need. This may make you appear cold and disconnected to them.

Following Routines:

Do you have routines and patterns that you like to follow?



People who enjoy following routines like the predictability that comes with performing tasks in a way that they know works well, as well as having well established procedures so that everyone is doing things the same way.

A **low score** indicates that you typically don't like following routines. You like to change things up to keep work more interesting. You don't mind trying something new to see how it works, or switching tasks, priorities or work pace when asked to.

Interacting with People:

Do you prefer to talk and engage actively with others frequently?



This measures your preference toward frequent communication and interaction with others. On the phone, in person, text messaging or through email.

A **moderate score** indicates you do enjoy engaging and interacting with others, but usually keep the conversations focused and to a reasonable length of time. If you enjoy the person you are talking to you may have long social conversations. If you do not feel a strong connection to a person you will keep the conversation short and to the point.

Introversion:

Are you typically a private and reserved person?



Introverted people are reserved, composed and tend to internalize their emotions. They may be shy and tend to prefer being in more private settings with close friends, than large social events. They often prefer following their own established routines and make decisions slower because they dislike unnecessary change, or they don't want to make mistakes/bad decisions.

Note: Some people have both Introverted and Extroverted characteristics. An example of this would be if you have a high score on Dominance and a high score on Compliance, or if you have a high score on Influence and a high score on Steadiness. This means that you are a blend of the two and at times you will behave more extroverted and at other times you may be a bit more introverted. For example, a high Dominance person likes to make quick decisions, but a high Compliance person likes to take more time to weight all of the options so they don't make the "wrong" decision. This is what we call an internal conflict, or a me-me conflict. I want to work fast, but I also don't want to make mistakes. So look at your Extroversion score to see if it is low and you are typically behaving as an introvert, or if it is higher, you are at times behaving more extroverted.

A **moderate score** indicates you are slightly introverted. You may have moments when you are shy, especially around people you don't know. At times you may choose to not express how you are feeling to others, but instead internalize your emotions. You have some routines that you follow, but you may like to try new things once in a while. You tend to be supportive of others, but there may be times when you want to be recognized for your efforts and achievements.

Multitasking:

Do you enjoy taking on many tasks at once and frequent changes?



This measures your preference for doing many different tasks or activities throughout the day. You may be wearing a lot of different hats in life (roles), or may be required to change what you are working to work on a more pressing or urgent task.

A **moderate score** indicates you are able to multitask when needed, but it is not how you prefer to work. If you are asked to multitask too often you will start questioning the reason why and may get to a point where you feel "enough is enough".

Openness to Change:

Are you open to changes occurring or do you prefer things to remain the same?



A person who is open to change accepts that change is a part of life. They do not resist or fight changes in routines, processes, or plans. They often welcome change and even embrace it.

A **high score** indicates you are open to change in your life. You don't mind changes in priorities, tasks or goals. You may even be the person who instigates and invites these changes. You may not like following routines and you like to change what you do or how you do it. You may like to come up with new plans and strategies and to switch projects or priorities as needed without a second thought.

Organized Space:

Do you tend to keep your home and living spaces clean and organized?



This measures your preference towards keeping your home and other living spaces (including your computer desktop), clean and organized. Keeping things in their proper place so that they are easy to find, and putting them away when you are done using them.

A **high score** indicates you prefer to keep your spaces clean and organized. You sort through paperwork, put your tools, dishes or supplies away when not in use, and arrange things in a logical fashion that suits your needs. You may be seen by others who are disorganized as being a neat freak, but you feel you are more efficient without the chaos of clutter.

Perfectionism:

Do you want or expect things to be done correctly and with precision?



A perfectionist wants things done right, even if it takes extra time and effort to do so. There is no room for error, so a lot of energy and focus is given to looking at the details to make sure everything is perfect.

A **moderate score** indicates you can be a perfectionist at times. You often pay close attention to details and you don't like it when you or someone else you are with makes a lot of mistakes. You tend to take a little more time to make sure that things are done correctly and that you are making the best decisions possible given the available information and data.

Project Completion:

Do you like to finish projects before you start new ones?



This measures your preference for working on a project from start to finish.

A **moderate score** indicates you like to complete projects before you start new ones, but also understand that as priorities shift, you will need to be able to adapt as well and work on something else. You are able to do this as the need arises.

Quick Decision Maker:

Do you tend to make decisions fast?



Some people like to make decisions quickly and decisively. They do not necessarily need a lot of facts and figures, often they can look at things from a higher level and decide right there what they want to do.

A **high score** indicates you are a quick decision maker. This allows you to solve problems quickly and decisively. When someone asks you to reconsider, you may tell them, "My mind is made up!" While this is very beneficial when you are moving at a fast pace, a potential pitfall is making snap decisions without weighing your options or the consequences. It is okay to take more time on critical decisions so that you avoid negative consequences of making a bad decision.

Risk Tolerance:

Are you generally a risk taker or do you tend to avoid taking risks?



People who are risk takers like the thrill and excitement that comes with taking chances and the opportunity to gain big rewards. People who have a low tolerance for risk fear what could happen if they take a chance and fail. They like the predictability and safety of making conservative choices rather than choosing a higher risk option.

A **moderate score** indicates that you have a moderate risk tolerance. At times you are willing to take a chance, while at other times you will want to play it safe. It will depend on the circumstances, the odds of success, and the pay off if you attain what you are after.

Rule Focused:

Are you focused on following/obeying the rules?



This attribute measures how focused a person is on following rules and regulations. Society is built on rules and laws that govern our lives. Many people see rules as black or white and they strive to obey the rules at all times, while others feel that rules are meant to be bent or broken. They tend to see shades of grey rather than black or white when it comes to rules.

A **moderate score** indicates you typically follow the rules, but there may be times when you bend them if you feel it is necessary. If you are in a position of power and authority, you will typically enforce the rules and hold people accountable when they bend or break them.

Sense of Urgency:

Are you driven to get things done quickly?



This measures your ability to focus on what needs to be done and get it done fast.

A **high score** indicates you have a high sense of urgency to act quickly and focus on getting the job at hand done. You will not let things get in your way or be slowed down by others who do not see the urgency in solving problems, making decisions, or getting a project or task completed. You are highly motivated to get it done now!

Time Management:

Do you focus on managing your time?



This measures your natural ability to manage your time.

A **high score** indicates you are very focused on time management. You like to be on time and you are very efficient in allocating and using it. You do not like when others are late or are "wasting" your time.

Trusting:

Are you an open and trusting person?



Trusting other people involves opening one's self up to others with the belief that these people are honest and sincere and will not deliberately do anything to harm you.

A **low score** indicates you are typically less trusting of others. You may only trust those who are closest to you and have proven they are worthy of your trust. You may also be in an environment where you feel you cannot open up and share your thoughts and feelings because it might make you too vulnerable, or might be used against you.

Your Work Style



This is how you behave or communicate when you are at work. Your job may require you to just behave and communicate the same as your natural style, which may put less stress on you. If your natural style and work style are very different, it may cause you stress on the job.

Work Style

These are your work style characteristics based on your blend of each of the 4 behaviors.

- You are demanding of others, and expect your directives be followed.
- You do not mind confrontation or a good argument.
- Under pressure, you may have a hard time making a decision in a timely manner because you are also focused on all possible decision outcomes and the facts and details involved.
- You may come across as impatient with others.
- You are an independent problem solver.
- You are comfortable with adopting new methods and making changes that are supported by data and facts.
- You have a great sense of urgency to get things done.
- You may have difficulty finishing one project before moving to the next one.
- You are competitive and like a good challenge.
- You have a high sense of urgency, but also want to make sure things are done right.
- You tend to be a calculated risk taker, weighing the benefits versus risks when making decisions.
- You appreciate information that is concise, as well as information which carries a lot of details and facts, depending on your needs at the time.
- You do not mind taking on many projects or multitasking.

Core Work Behaviors

In this section you can read the details of what your Core work behavioral scores mean in detail.

Dominance

Are you strong-willed and confident on the job?

Your Dominance score is



Dominance contributes confidence and drive to your work behavior. It is an extroverted style that can add the determination to win to your character. It can also help you in driving others to achieve desired goals.

A **high score** indicates you exhibit dominance in your behavioral style on the job. You have drive, determination and a strong will. You may be assertive and quick to make decisions. Under stress you may be seen as argumentative or too aggressive. You will try to take the lead and push others to get things done your way. You prefer to only focus on the essential details necessary to make decisions quickly.

Influence

Are you optimistic and out-going at work?

Your Influence score is



An influencer communicates in a warm and charming way. People want to do things for them and enjoy being around them. They tend to be optimistic, social and persuasive on the job. They can change directions quickly and can inspire a team.

A **moderate-low score** indicates you tend to be less focused on communicating with others in a warm and friendly manner. Your higher behavioral styles will have a stronger influence on your work behavior (dominance, steadiness, compliance).

Steadiness

Do you like to follow established routines at work?

Your Steadiness score is



This measures your preference toward being consistent in how you do things at work, being reluctant to change without “good” cause, and wanting to finish what you started before moving on to something else.

A **low score** indicates you are willing to change and do not mind dropping what you are working on to focus on something else. You may have less patience and may rush through things to get them done.

Compliance

Do you like to focus on the facts and follow the work rules?

Your Compliance score is



This measures your preference for being analytical, compliant with rules and laws, and cautious when performing work tasks so you do them correctly.

A **high-moderate score** indicates you, at times, exhibit a degree of precision and organization in your work behavior. You usually back up your decisions or arguments with facts and data, and you typically take your time answering if you are not certain you are correct. You can be neat and orderly, but do not always take the time to do so. You also may feel it is better to be right than wrong and it is better to obey the rules than face the consequences of not.

Behavioral Attributes Related to Your Work Style

In this section you can read the details for your behavioral attributes as they relate to your work style.

Agreeableness:

Do you tend to go along with others and try to please them at work?



A person who is supportive and willing to help out others on the job. They tend to go along with plans and like to please others.

A **low score** indicates you do not express agreement with others you work with just to make them happy or to keep the peace. You stand up for your beliefs or opinions, and are not willing to make compromises or concessions to others without a good reason.

Approachability:

Do your co-workers consider you friendly and approachable?



Some people make others feel comfortable approaching and interacting with them. Their body language, tone and overall demeanor are welcoming.

A **moderate score** indicates that you are somewhat approachable on the job. There are times when people feel at ease talking with you. At other times when you are under stress or pressure, they may sense that it is not a good time to approach you to have a conversation or to ask for help.

Collaborative Team Player:

Do you like to work as a supportive member of a team at work?



This measures your preference toward working within a team as a dependable, supportive team player, as well as, working in a collaborative way and encouraging and helping the team members to maintain a cooperative relationship.

A **low score** indicates you are not a collaborative team player. You may have your own agenda on the team and want to lead it, or to play devil's advocate by throwing in lots of facts or counter opinions to what other team members say. You may be seen as disruptive or aggressive by others and they may not enjoy being on a team with you.

Competitive:

Are you a competitive person on the job?



This measures your need to compete at work. A competitive person sees the chance to win at everything they do. They are driven by the sense of accomplishment and being the best.

A **high score** indicates you are very competitive in your actions. You strive to do better than others and be the "winner" even in the most routine things. You get a rush out of beating others, as well as, outdoing your own past performances. For those other competitors who interact with you, it may be fun and challenging, or it could lead to some fighting. For those who are not competitive, they may get tired of you always turning everything into a challenge and needing to "win".

Detailed Analysis:

Do you enjoy looking at data and facts before making decisions or to increase your knowledge?



This measures your preference toward looking at data or crunching numbers to support your ideas, arguments, or decisions on the job.

A **moderate score** indicates you have the ability to conduct detailed analysis when needed, but also feel that when a quick decision is required you can skip some of the analysis and make a decision quicker.

Distractibility:

Is your attention easily diverted at work?



This attribute measures how easily distracted a person can become. Some people often go off on tangents during conversations, or can lose mental focus while performing tasks.

A **moderate score** indicates that at times you can become distracted on the job as your mind wanders and you lose focus on what you are doing. Occasionally, you may go off on tangents or lose your train of thought, but often you are able to refocus and get back on track.

Emotional Composure:

Are you able to maintain poise under pressure on the job?



Emotional composure is the ability to maintain and control one's emotions even under stressful situations.

A **low score** indicates you may have a hard time maintaining your emotional control and composure at work, or it may take you a lot of energy and effort to maintain your calm. Certain people, or high levels of pressure and stress, may cause you to become very emotional. You may be quick to anger, or you may show your emotions in other ways. It is very apparent to those around you that you are upset, excited, or highly emotional.

Emotionality:

Do you tend to show your emotions to everyone at work?



Emotionality is a measure of a person's emotional response to things going on around them. Highly emotional people openly show how they are feeling to other people. Those who have lower emotionality tend to internalize their emotional responses.

A **moderate score** indicates that you often show your emotions on the job. Because of this, people around you may know how you are feeling. However, you may try to mask your emotions because you are trying to maintain your composure, or maybe you believe that showing too much emotion makes you vulnerable to others.

Extroversion:

Are you typically an outgoing, extrovert on the job?



Extroverted people are outgoing, energetic, and tend to enjoy being in the spotlight. They typically enjoy influencing or directing others; and they often do not mind speaking to a group of strangers or meeting new people.

Note: Some people have both Extroverted and Introverted characteristics. An example of this would be if you have a high score on Dominance and a high score on Compliance, or if you have a high score on Influence and a high score on Steadiness. This means that you are a blend of the two and at times you will behave more extroverted and at other times you may be a bit more introverted. For example, a high Dominance person likes to make quick decisions, but a high Compliance person likes to take more time to weight all of the options so they don't make the "wrong" decision. This is what we call an internal conflict, or a me-me conflict. I want to work fast, but I also don't want to make mistakes. So look at your Introversion score to see if it is low and you are typically behaving as an extrovert, or if it is higher, you are at times behaving more introverted.

A **moderate score** indicates you tend to be more extroverted than introverted on the job. This may be coming from a high dominance, in which case you would be bold, daring, and competitive; or this may be coming from a high influence, in which case you are warm, friendly, and optimistic; or it may be coming from a combination of the two.

Fast Paced:

Do you like to move and work fast on the job?



Fast-paced people like to accomplish tasks quickly and work at a rapid pace. They tend to make decisions quickly as well.

A **high score** indicates you prefer to move at a fast pace on the job. You like to get things on your list done swiftly so you can see results. You also tend to make choices fast. This allows you to maximize your time, but be careful to not make decisions too quickly. If you don't slow down a bit on the important decisions and weigh your options carefully you may make a poor choice.

Flexibility:

Are you able to adapt quickly to the changing demands of your job while maintaining a positive attitude?



This measures your versatility and ability to be flexible as your job requires. When given new tasks or projects can you drop what you are doing and switch gears while keeping a positive attitude?

A **moderate score** indicates you can be versatile and flexible when needed, but do enjoy working on a project until it is completed. Being asked to change gears may cause you some stress, especially if it happens a lot.

Focused on Customer's Needs:

Are you focused on your customer's needs and actively listening to them?



This measures your ability to focus on the customer. This may be an internal customer (other departments or co-workers you support) or your external customers.

A **moderate score** indicates you are often able to listen to your customer's needs, communicate well with them, and support them effectively. However, when your workload is overwhelming, or you are under pressure or stress, you may be short with them, fail to listen effectively, or do not provide the full level of support they need. This may make you appear cold and disconnected to them.

Following Routines:

Do you have routines and patterns that you like to follow at work?



People who enjoy following routines like the predictability that comes with performing tasks in a way that they know works well, as well as having well established procedures so that everyone is doing things the same way.

A **low score** indicates that you typically don't like following routines on the job. You like to change things up to keep work more interesting. You don't mind trying something new to see how it works, or switching tasks, priorities or work pace when asked to.

Interacting with People:

Do you prefer to talk and communicate with co-workers and customers frequently?



This measures your preference toward frequent communication with co-workers and customers. On the phone, in person, text messaging or through email.

A **moderate score** indicates you do enjoy interacting with co-workers and customers, but usually keep the conversations focused on work and to a reasonable length of time. However, there are times when you will keep a conversation or communication short and to the point.

Introversion:

Are you typically more private, and reserved on the job?



Introverted people are reserved, composed and tend to internalize their emotions on the job. They may be shy and tend to prefer being in more private settings with close friends, than large social events. They often prefer following their own established routines and make decisions slower because they dislike unnecessary change, or they don't want to make mistakes/bad decisions.

Note: Some people have both Introverted and Extroverted characteristics. An example of this would be if you have a high score on Dominance and a high score on Compliance, or if you have a high score on Influence and a high score on Steadiness. This means that you are a blend of the two and at times you will behave more extroverted and at other times you may be a bit more introverted. For example, a high Dominance person likes to make quick decisions, but a high Compliance person likes to take more time to weight all of the options so they don't make the "wrong" decision. This is what we call an internal conflict, or a me-me conflict. I want to work fast, but I also don't want to make mistakes. So look at your Extroversion score to see if it is low and you are typically behaving as an introvert, or if it is higher, then at times you can behave more extroverted.

A **moderate score** indicates you are slightly introverted at work. You may have moments when you are shy, especially around people you don't know. At times you may choose to not express how you are feeling to others, but instead internalize your emotions. You have some routines that you follow, but you may like to try new things once in a while. You tend to be supportive of others, but there may be times when you want to be recognized for your efforts and achievements.

Multitasking:

Do you enjoy taking on many work tasks at once and frequent changes?



This measures your preference for doing many different tasks or activities throughout the day. You may be required to wear many different hats, or to change what you are working on to focus on a more pressing or urgent task.

A **moderate score** indicates you are able to multitask when needed, but it is not how you prefer to work. If you are asked to multitask too often you will start questioning the reason why and may get to a point where you feel "enough is enough".

Openness to Change:

Are you open to changes occurring or do you prefer things to remain the same at work?



A person who is open to change accepts that change is a part of their work life. They do not resist or fight changes in routines, processes, or plans. They often welcome change and even embrace it.

A **high score** indicates you are open to change on the job and you don't mind changes in priorities, tasks or goals. You may even be the person who instigates and invites these changes. You may not like following routines and you like to change what you do or how you do it. You may like to come up with new plans and strategies and to switch projects or priorities as needed without a second thought.

Organized Work Space:

Do you tend to keep your work space clean and organized?



This measures your preference towards keeping your work area (including your computer desktop), clean and organized. Keeping things in their proper place so that they are easy to find, and putting them away when you are done using them.

A **moderate score** indicates you feel there are times for sorting through things, but you may find it hard to find the time when you are busy. You may let things pile up or get disorganized and then periodically go through and clean and put things away. Others will notice when you have got through a cleaning mode, and when you are really busy and have not reached your threshold for clutter yet.

Perfectionism:

Do you want or expect things to be done correctly and with precision at work?



A perfectionist wants things done right, even if it takes extra time and effort to do so. There is no room for error, so a lot of energy and focus is given to looking at the details to make sure everything is perfect.

A **moderate score** indicates you can be a perfectionist at times on the job. You often pay close attention to details and you don't like it when you or someone else you are with makes a lot of mistakes. You tend to take a little more time to make sure that things are done correctly and that you are making the best decisions possible given the available information and data.

Project Completion:

Do you like to start a project and see it through to completion before starting a new one?



This measures your preference for working on a project from start to finish.

A **low score** indicates you are not project oriented. You prefer to do different things throughout the day and are happy to leave unfinished projects to work on other things. You may not get back to completing these projects, as your focus keeps changing or you may hand them off expecting someone else to finish them.

Quick Decision Maker:

Do you tend to make decisions fast at work?



Some people like to make decisions quickly and decisively on the job. They do not necessarily need a lot of facts and figures, often they can look at things from a higher level and decide right there what they want to do.

A **moderate score** indicates you are at times a quick decision maker on the job, which allows you to solve problems quickly and decisively. At other times you slow down and weigh your options so that you avoid negative consequences of making a bad decision.

Risk Tolerance:

Are you generally a risk taker or do you tend to avoid taking risks?



People who are risk takers like the thrill and excitement that comes with taking chances and the opportunity to gain big rewards. People who have a low tolerance for risk fear what could happen if they take a chance and fail. They like the predictability and safety of making conservative choices rather than choosing a higher risk option.

A **moderate score** indicates that you have a moderate risk tolerance. At times you are willing to take a chance, while at other times you will want to play it safe. It will depend on the circumstances, the odds of success, and the pay off if you attain what you are after.

Rule Focused:

Are you focused on following/obeying work rules?



This attribute measures how focused a person is on following rules and regulations on the job. Organizations have rules and laws that are meant to protect employees, maintain high levels of productivity, and meet legal standards. Many people see rules as black or white and they strive to obey the rules at all times, while others feel that rules are meant to be bent or broken. They tend to see shades of grey rather than black or white when it comes to rules.

A **moderate score** indicates you typically follow the rules at work, but there may be times when you bend them if you feel it is necessary. If you are in a position of power and authority, you will typically enforce the rules and hold people accountable when they bend or break them.

Sense of Urgency:

Are you driven to get things done quickly on the job?



This measures your ability to focus on what work needs to be done and get it done fast.

A **high score** indicates you have a high sense of urgency to act quickly and focus on getting the job at hand done. You will not let things get in your way or be slowed down by others who do not see the urgency in solving problems, making decisions, or getting a project or task completed. You are highly motivated to get it done now!

Time Management:

Do you focus on managing your time at work?



This measures your ability to manage your time at work.

A **high score** indicates you are very focused on time management on the job. You like to be on time for meetings/deadlines and you are very efficient in allocating and using your time. You do not like when others are late for appointments, completing their work, or "waste" your time.

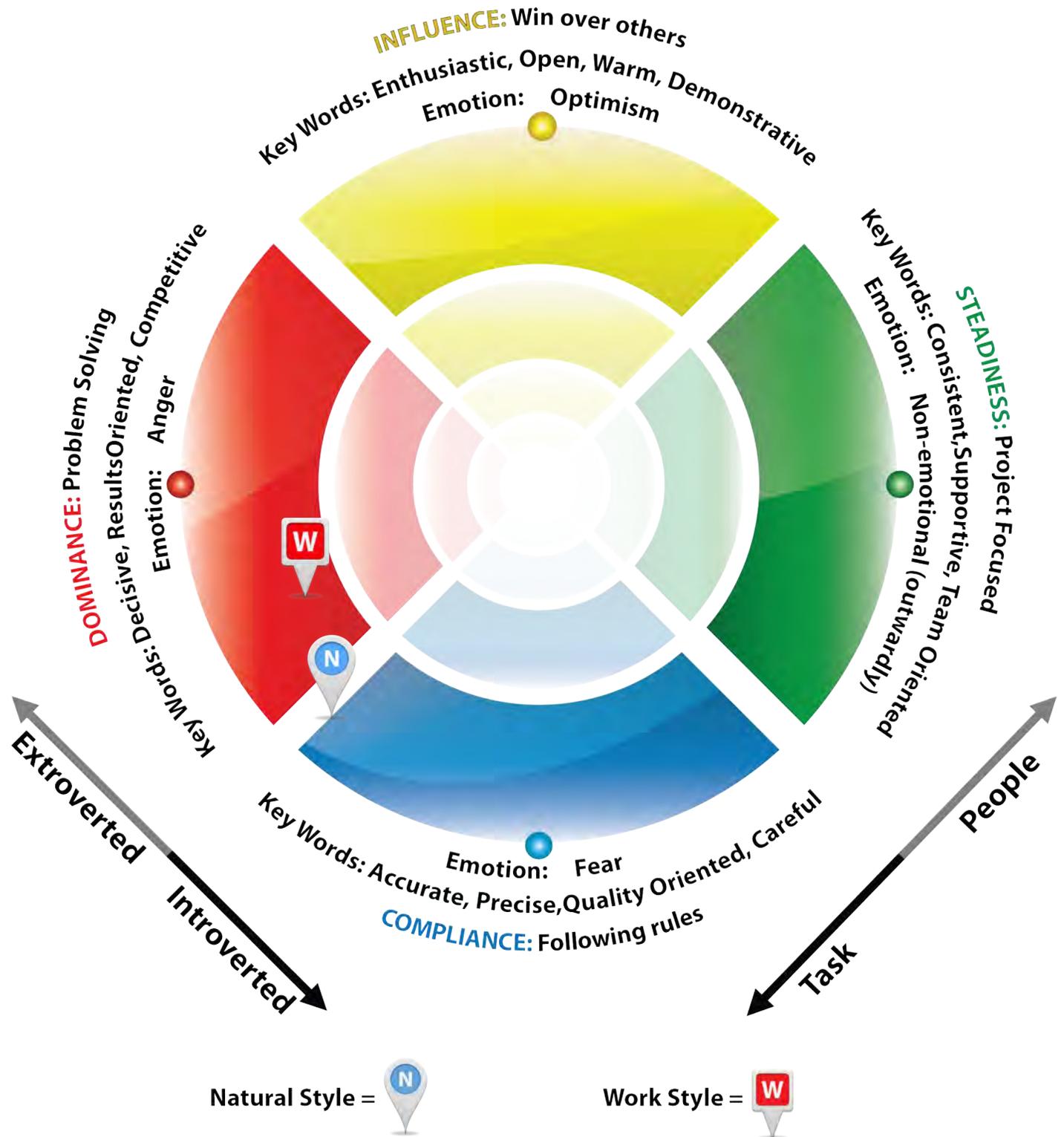
Trusting:

Are you an open and trusting person at work?

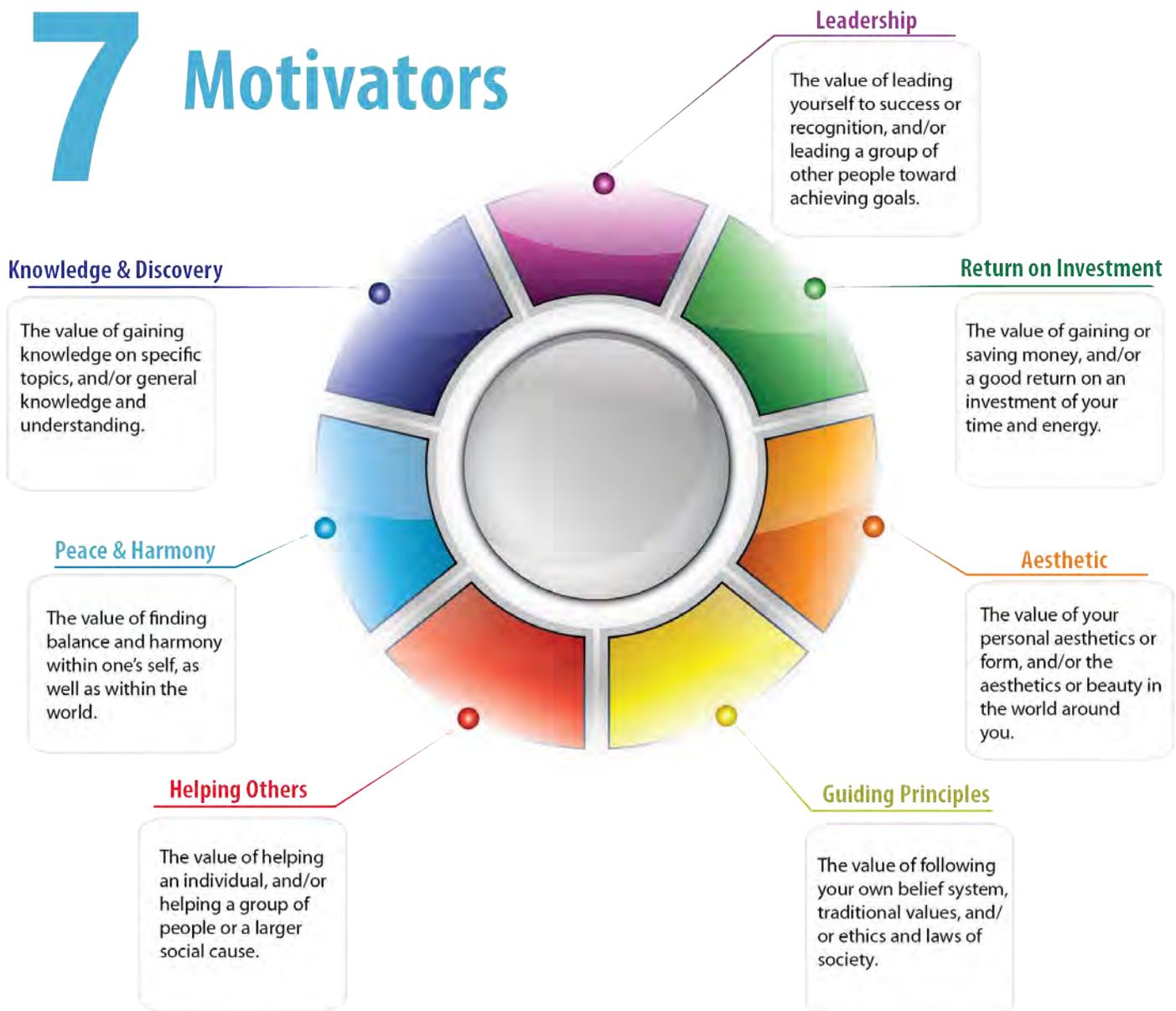


Trusting other people involves opening one's self up to others with the belief that these people are honest and sincere and will not deliberately do anything to harm you.

A **moderate score** indicates you are usually a trusting person at work and often you communicate in an open and honest way with others and share your thoughts and feelings with them. However, in some situations, or with certain people, you will be more guarded. They may have broken your trust in the past, or they may remind you of others who have done so.



7 Motivators



Your report is divided into 2 sections:

Section 1: Shows your value of all seven preferred values (motivating factors) graphically.

Section 2: Gives you specific information about how you value each of the seven motivators.

Your Motivators Compared

Motivating Factors

The following is a list comparing your motivating factors. Look for your highest 2 or 3 scores. These are your top drivers and have the most influence on your actions. You will strive to find things in your life that will satisfy your desires and needs in these areas. These may be met by your job, or you may seek to satisfy them in some other aspect of your life.

Your Aesthetics score is



Your Preference: Aesthetics and beauty in the world (art, nature, people)

Your Guiding Principles score is



Your Preference: Both my personal belief system, and principles of ethics, integrity and obeying laws

Your Helping Others score is



Your Preference: Helping many people through large causes

Your Knowledge and Discovery score is



Your Preference: General knowledge in many different areas

Your Leadership score is



Your Preference: Leading a group of people for the good of the group

Your Peace and Harmony score is



Your Preference: Having or creating peace and harmony within myself

Your Return on Investment score is



Your Preference: Both making or saving money, and getting a good return on my investment of time or energy

Guiding Principles:

Do you follow a system of living which includes ethical principles and beliefs?



Guiding principles can come from a strong personal belief system which could be founded in spiritual or philosophical beliefs, and/or a strong set of principles such as ethics, integrity, and obeying the laws of society.

You have a **low score** on guiding principles. This indicates that you are not driven by a precise system of living that you might find in organized religions or philosophies. You are also not driven by a rigid set of principles that define “right” and “wrong”. You may be more motivated by knowledge and keeping an open mind, or possibly a general sense of peace and harmony that is not bound by a formal structure.

Helping Others:

Do you like to take up a cause and make a difference by helping other people?



Helping others can come from your desire to help individuals in need on a personal basis and/or groups through a larger social cause. You may choose to do this through financial means, direct actions, or assisting a larger organization's efforts.

You have a **low score** on helping others. This indicates that you are not driven by helping other people individually, or as a group in a larger social cause. This does not mean that you are not compassionate, or that you never help others. It simply means that it is not something that motivates your actions.

Knowledge and Discovery:

Are you driven to learn and understand the world around you or specific areas that interest you?



Knowledge and discovery can come from the desire to understand the world in general and how it works and/or to learn and understand specific topics you enjoy. You may read the newspaper, watch the news, or search the Internet to grasp in general what is going on in the world or you may spend hours researching the latest information in an area you are most passionate about.

You have a **high score** on knowledge and discovery. This primarily comes from your drive to understand the world around you. You do not necessarily focus on any one topic, preferring to learn as much information as you can on many different topics. You may seem like a walking encyclopedia to others around you because you have so much general knowledge and can answer so many questions on different topics.

Strengths

- Logical thinker
- Theoretical
- Wants to know how and understand why
- Continuous learner
- Focused on data and facts
- Fact checker

Potential Fears

- Being given wrong information
- Not having access to information
- Not being given time to learn or understand
- Having to act or make decisions without understanding the relevant facts

Preferred Work Environment

- Where there is open communication and a flow of information
- Where knowledge and innovation is rewarded
- Where opportunities for continuous learning are provided
- Where time is given to study data and relevant facts before making decisions

Motivation and Rewards

- Opportunities to be the go to person, expert or guru
- Recognition and rewards based on knowledge, understanding and innovation
- Continuous learning opportunities, including tuition reimbursement

Potential Pitfall of an Overextension

- If you continually correct others and point out their mistakes, especially if it is not your job to do so, it may affect your personal and work relationships.
- By continuously studying a topic without ever taking action because you are always looking for additional viewpoints or information rather than making a decision and moving forward.

Value to a Team

- Focuses on accuracy and fact checking
- Follows a logical thought process
- Innovative and knowledgeable
- Will study the market, competition, historical data and methodologies and offer insights
- Analyzes data to offer decision options and risk analysis

Developing, Coaching and Mentoring (Notes for your manager, trainer or coach)

- Provide detailed information as well as background and theories that pertain to development and on-the-job education.
 - Recommend additional online resources and books for additional study
 - Be logical in structuring development programs and training courses
-

Leadership:

Do you want to lead others or yourself to success?



Leadership can come from a desire to be in control, have personal success, and/or to lead a group to success for the good of the group. When combined with your other top values, it means you want to be the best in that area. You may want to be a top business leader, a knowledge leader, or a guru.

You have a **moderate score** on leadership. This primarily comes from your motivation to lead a group of people for their benefit and success. This may be an organization, in your given profession, or as a teacher or mentor. You tend to put the interests of the group over your own, and when you are forced to decide between your own personal success and the success of others, you will choose others. Leadership may not be your main focus or motivator, but it is important to you.

Strengths

- Being able to lead a group of people for the common good
- Self-starter
- Independent
- Strategic
- Personal accountability
- Accountability for others
- Take charge

Potential Fears

- Leading people in the wrong direction
- Failure
- Losing control
- People not listening or not following

Preferred Work Environment

- Where there is a focus on strategic planning and leadership initiatives
- Where you are free to make your own decisions
- Where there are rewards and recognition for a job well done
- Where you can focus on leadership initiatives and working on the business rather than in the business

Motivation and Rewards

- Being given freedom to lead the group as you see fit
- Being given additional authority and leadership responsibility
- Being promoted, given a higher title, and publicly recognized for a job well done
- Additional power, control and responsibilities are granted based on performance

Potential Pitfall of an Overextension

- Leading a group of people for the good of the group can require self-sacrifice and selflessness. It is possible to make sacrifices beyond the call of duty and they may affect your personal life, financial security, and even your health and well-being.
- Having power, influence and authority can lead to an abuse of that power. It requires restraint and self-control to ensure that does not happen.

Value to a Team

- Provides leadership to a team to keep everyone moving in the same direction
- Focuses on the strategic goals and objectives of the organization
- Can manage different communication styles and personalities
- Thinks strategically and sees the “big picture”

Developing, Coaching and Mentoring (Notes for your manager, trainer or coach)

- Give general objectives and allow the opportunity to interpret assignments and projects independently as well as use creativity and resourcefulness in completing goals and objectives.
 - Allow flexibility and experimentation during the training and development process.
 - Allow plenty of time for you to voice your opinions in the decision-making process.
-

Peace and Harmony:

Are you motivated to maintain or find peace and harmony in yourself and/or the world around you?



Peace and harmony can come from either a desire to find inner peace and/or peace and harmony in the outside world. You may do this through self-reflection, meditation, projecting a positive attitude, or direct interaction and communications.

You have a **high score** on peace and harmony. This primarily comes from your drive to find or maintain peace and harmony within yourself. You may practice meditation, yoga, mantras or other methods to help you find on inner peace and balance in your life.

Strengths

- Inner harmony
- Maintaining self-control and composure
- Calm and even-tempered
- Keeping the peace
- Maintaining a balance between work and personal life
- Creating win-win scenarios

Potential Fears

- Loss of internal balance
- Imbalance between work life and personal life
- A hostile work environment
- Confrontation and aggression

Preferred Work Environment

- Where there is a respect and encouragement for maintaining a balance between work life and personal life
- Where there is a culture of open communication and working in harmony
- Where there is little stress or conflict

Motivation and Rewards

- Being rewarded with additional paid time off or personal time
- Access to free counseling or life coaching
- Being trained and certified as a life coach, career coach

Potential Pitfall of an Overextension

- It is important to have a balance between your work life and your personal life however

there are times when there are deadlines or goals and objectives that require the sacrifice of some of your personal time. Refusing to put in the extra hours can negatively impact your ability to meet your key performance criteria and ultimately affect your career.

Value to a Team

- Able to maintain emotional control and composure even under stressful situations
- Able to calm down others and reduce stress levels
- Creates win-win solutions
- Open-minded and an objective listener

Developing, Coaching and Mentoring (Notes for your manager, trainer or coach)

- Make sure that development and training not only focuses on work life, but also emphasizes how the knowledge can carry over into one's personal life.
 - Coach and mentor the person as a life coach and help them find harmony and balance between their role as an employee and their other life roles (spouse, parent, friend, etc).
-

Return on Investment:

Are you motivated to gain a return on your investment of time or efforts or are you driven by financial returns?



Return on investment can come from the desire to make/save money and/ or it can be the desire to receive your interpretation of a “good” return on the investment of your time and efforts.

You have a **moderate score** on return on investment. This comes from both a drive to see a return on the investment of your time and energy spent with people or on projects, as well as a drive to see financial returns from your investments. You are equally driven to make money, and to get something for your time. This may not be your main focus or motivator, but it is still important to you and you will weigh your options.

Strengths

- Goal achievement oriented
- Practical
- Avoids going over on time and budgets on projects
- Entrepreneurial
- Thinks in terms of gain, profit and loss
- Utilitarian focused
- Understanding budgets and monetary value
- Optimizing time and energy

Potential Fears

- Not getting a good return on investment
- Wasting time and money
- Not achieving financial security
- Not achieving goals

Preferred Work Environment

- Where the focus is on the bottom line (high utilitarianism)
- Where there are rewards for the amount of energy and effort you put into your work
- Where there are high financial returns
- Where there is a focus on being practical
- Where being a high performer is rewarded

Motivation and Rewards

- High compensation and a bonus structure
- Recognition and advancement based on effort not seniority

-
- Creating competitive challenges with valuable rewards

Potential Pitfall of an Overextension

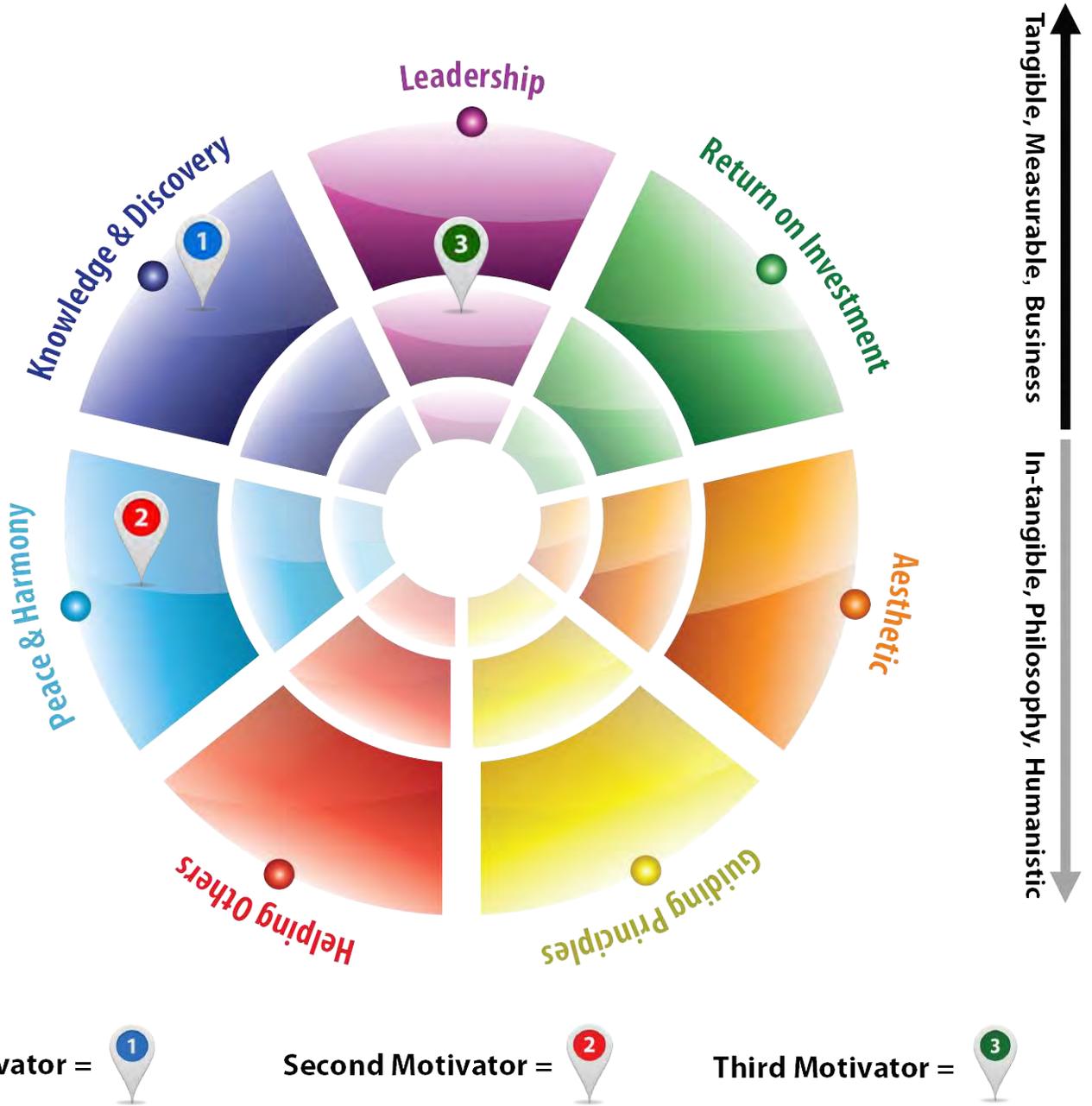
- You may feel the ends justify the means, this is not always the case.
- Only focusing your time and efforts on people, tasks or projects that give a good return on investment may result in you alienating some people and missing out on good opportunities for experiences even though from a practical sense they have little monetary or ROI value.
- If you do not maintain a balanced work life then it may affect your stress level, personal life, relationships and health.

Value to a Team

- Focused on sales, expenditures, time and ROI
- Focused on the “bottom line” of the business
- A practical thinker
- Can maintain a budget well
- Will optimize the time of the group and make sure to keep the team on task
- Focused on function and practicality rather than looks or getting bogged down in details

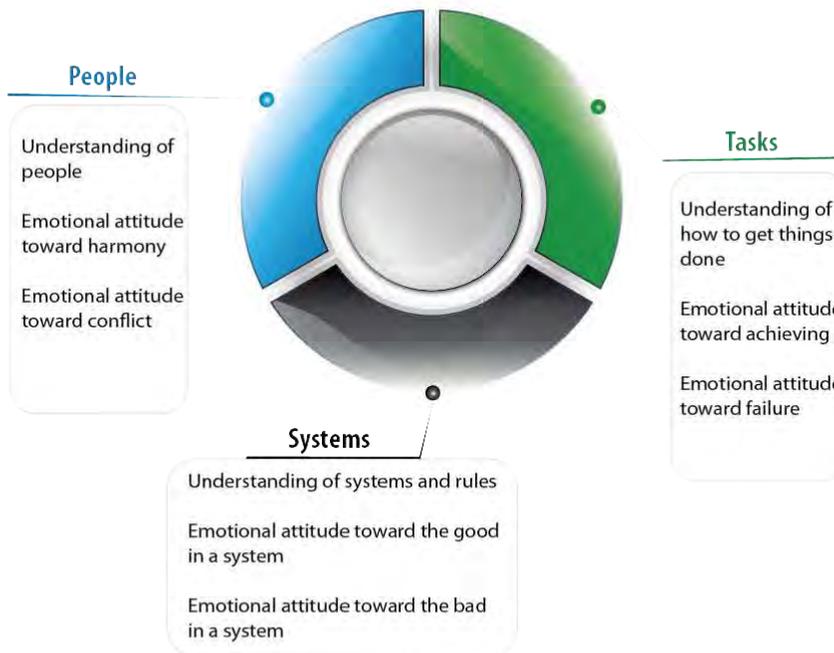
Developing, Coaching and Mentoring (Notes for your manager, trainer or coach)

- Take a practical approach and clearly define the incentives and rewards that will be obtained as a result of completing the development or coaching program.
 - Provide training and development that will result in higher income and advancement.
-

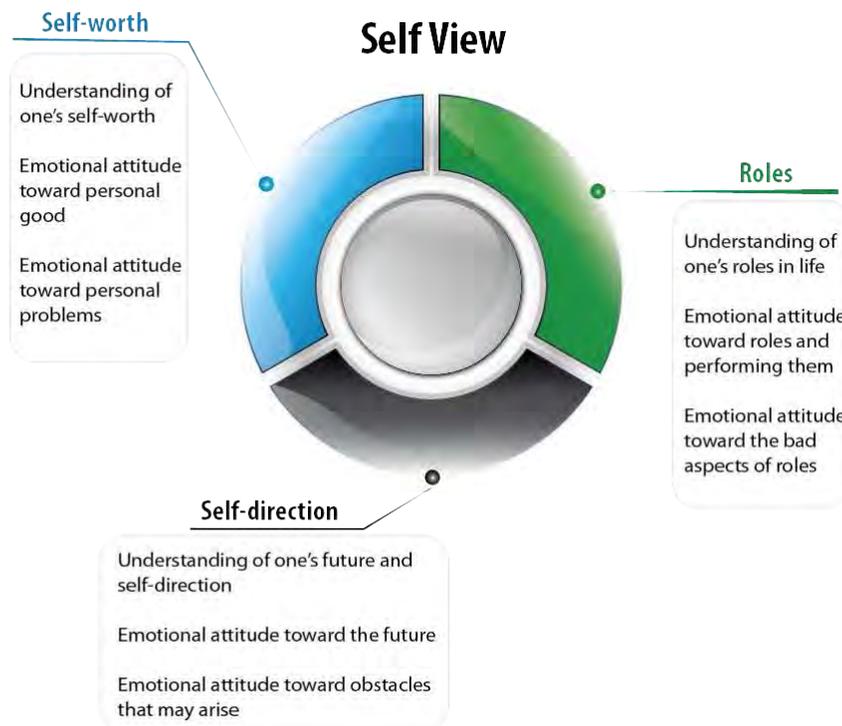


6 Cognitive Dimensions
12 Emotional Intelligence Factors

World View



Self View



Your Views Compared

Your World View

Reliability : 0.87

How you value people, tasks and systems in the world of leadership.

1. Your Leadership Perception and Reasoning



Your Leadership Perception and Reasoning of value looking at people, tasks and systems combined

2. Your People Dynamics and Relationships



Your Preference : Under Focused on the Positive Aspects and Over Focused on the Negative Aspects

3. Your Executing Plans and Achieving Results



Your Preference : Under Focused on the Positive Aspects and Under Focused on the Negative Aspects

4. Your Strategy, Planning and Goal Setting



Your Preference : Over Focused on the Positive Aspects and Situational on the Negative Aspects

Your Self View

Reliability : 0.87

How you value yourself, your role and your future from a leadership perspective.

5. Your Self-Perception



Your Self-Perception of value looking at people, tasks and systems combined

6. Your Self-esteem and Personal Value



Your Preference : Situational on the Positive Aspects and Situational on the Negative Aspects

7. Your Position Awareness and Engagement



Your Preference : Situational on the Positive Aspects and Situational on the Negative Aspects

8. Your Planning and Focus on the Future



Your Preference : Under Focused on the Positive Aspects and Under Focused on the Negative Aspects

**SOFT SKILLS**

9. Accountability for Others:	8.7
10. Attitude toward Others:	8.2
11. Balanced Decision Making Ability:	8.3
12. Building Effective Teams:	8.2
13. Concentration:	8.0
14. Conceptual Thinking:	9.0
15. Conflict Management:	8.3
16. Consistent and Reliable Performance:	8.3
17. Continuous Learning:	8.7
18. Correcting Others:	8.1
19. Customer Focus:	7.9
20. Developing Others:	7.7
21. Diplomacy and Tact:	8.7
22. Drive for Results:	8.2
23. Empathy toward Others:	8.2
24. Enjoyment of Your Job:	8.3
25. EQ: Intrapersonal:	8.4
26. EQ: Interpersonal:	8.2
27. EQ: Overall Emotional Intelligence:	8.3
28. Evaluating What is being Said:	8.2
29. Flexibility:	8.4
30. Following Directions:	8.5
31. Gaining Commitment:	8.2
32. Goal Achievement:	8.2
33. Growth Mindset:	8.7
34. Handling Rejection:	8.3
35. Influencing Others:	8.0



36. Interpersonal Effectiveness:	8.2
37. Interpersonal Skills:	7.7
38. Intuition:	8.4
39. Leading Others:	8.4
40. Long Range Planning:	8.6
41. Maintaining Control and Composure:	8.2
42. Meeting Standards:	8.7
43. Objective Listening:	8.1
44. Personal Accountability:	8.7
45. Personal Drive:	8.4
46. Persuading Others:	8.0
47. Planning and Organizing:	8.9
48. Practical Problem Solving Ability:	7.4
49. Practical Thinking:	7.5
50. Proactive Thinking:	8.1
51. Resiliency:	8.2
52. Respect for Authority:	9.3
53. Respect for Policies and Procedures:	9.3
54. Self Confidence:	8.3
55. Self-discipline and Restraint:	8.3
56. Self Improvement:	8.5
57. Self-management:	8.2
58. Self-starting Ability:	8.2
59. Sense of Belonging:	8.2
60. Sense of Mission and Duty:	8.4
61. Sense of Timing:	7.9
62. Strategic Capability:	8.6
63. Surrendering Control:	8.6



64. Teamwork:	8.1
65. Theoretical Problem Solving:	8.1
66. Using Common Sense:	8.2
67. Withstanding Pressure:	8.0
68. Work Ethic:	8.6

**SCORES FROM HIGHEST TO LOWEST**

Respect for Authority:	9.3
Respect for Policies and Procedures:	9.3
Strategy, Planning and Goal Setting:	9.2
Conceptual Thinking:	9.0
Planning and Organizing:	8.9
Accountability for Others:	8.7
Personal Accountability:	8.7
Meeting Standards:	8.7
Continuous Learning:	8.7
Diplomacy and Tact:	8.7
Growth Mindset:	8.7
Strategic Capability:	8.6
Long Range Planning:	8.6
Surrendering Control:	8.6
Work Ethic:	8.6
Self Improvement:	8.5
Following Directions:	8.5
Flexibility:	8.4
EQ: Intrapersonal:	8.4
Intuition:	8.4
Leading Others:	8.4
Personal Drive:	8.4
Sense of Mission and Duty:	8.4
Balanced Decision Making Ability:	8.3
Conflict Management:	8.3
Consistent and Reliable Performance:	8.3
Enjoyment of Your Job:	8.3
Leadership Perception and Reasoning:	8.3
People Dynamics and Relationships:	8.3
Planning and Focus on the Future:	8.3
Position Awareness and Engagement:	8.3
Self Confidence:	8.3
Self-discipline and Restraint:	8.3



Self-esteem and Personal Value:	8.3
Self-Perception:	8.3
Handling Rejection:	8.3
EQ: Overall Emotional Intelligence:	8.3
Attitude toward Others:	8.2
Drive for Results:	8.2
Empathy toward Others:	8.2
Maintaining Control and Composure:	8.2
Resiliency:	8.2
Self-management:	8.2
Self-starting Ability:	8.2
Sense of Belonging:	8.2
Using Common Sense:	8.2
Building Effective Teams:	8.2
EQ: Interpersonal:	8.2
Evaluating What is being Said:	8.2
Interpersonal Effectiveness:	8.2
Gaining Commitment:	8.2
Goal Achievement:	8.2
Correcting Others:	8.1
Objective Listening:	8.1
Teamwork:	8.1
Theoretical Problem Solving:	8.1
Proactive Thinking:	8.1
Influencing Others:	8.0
Persuading Others:	8.0
Withstanding Pressure:	8.0
Concentration:	8.0
Customer Focus:	7.9
Sense of Timing:	7.9
Developing Others:	7.7
Interpersonal Skills:	7.7
Executing Plans and Achieving Results:	7.5
Practical Thinking:	7.5



Practical Problem Solving Ability:

7.4

Leadership World View



This measures how much you understand and how you feel about the external world around you from a leadership perspective. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done as a leader and do you tend to be a doer or a delegator? Do you understand the value of having a mission, rules and systems and do you rely heavily on them in your leadership role?

1. Leadership Perception and Reasoning:

Do you tend to value People, Tasks and Systems equally and make balanced decisions?



This attribute measures the person's ability to make balanced leadership decisions involving people, tasks, and systems.

A **high score** indicates that you are able to make balanced decisions around people, tasks, and systems. You are able to objectively look at each dimension because you understand each very well. You not only strategize and plan, you also consider how to execute the plan, as well as how it will affect people in your organization.

2. People Dynamics and Relationships:

How important are interpersonal relationships to you?

Pos: Under Focused

Neg: Over Focused



This attribute measures a person's understanding and clarity around the dimension of people. How much they value and understand interpersonal dynamics, the importance of maintaining good relationships in their leadership position, the importance of the people that they lead, and the importance of their customers.

A **high score** indicates you highly value people in your leadership role. You understand interpersonal dynamics and the importance of effectively communicating with others to achieve business success.

In addition, you have a slight tendency to under focus on the positive aspects of other people. You tend to take an emotional distance from them and to not make close personal friends at work. You may prefer to keep your work life and personal life separate and you will not bend rules or make decisions just to please other people.

Furthermore, you have a slight tendency to over focus on the negative aspects of people. You will tend to be aware of interpersonal relations issues and conflicts that are going on within the organization and you may prefer to address those issues to resolve conflicts for those you are leading.

3. Executing Plans and Achieving Results:

How well do you understand project management, effective procedures, and the processes involved in leading others?

Pos: Under Focused

Neg: Under Focused



This attribute measures the ability to understand how to manage a project and manage goals and objectives to achieve results. It is important to understand how to lead a team and how to be aware of potential errors and omissions, while at the same time not micromanaging your team. It also measures the ability to celebrate successful completion of tasks and accomplishments to further engage employees and motivate them, while still moving on to new tasks and new goals and objectives effectively. In other words, this measures effective team leadership.

A **high score** indicates that you see the value in getting things done. You understand how to effectively lead your team to successfully achieve goals and objectives.

In addition, you have a slight tendency to under focus on the positive aspects of leading your team. Rather than praising others when they achieve a goal or objective, you may just expect them to move on to the next task at hand to keep on track and on pace.

Furthermore, you have a slight tendency to under focus on the negative aspects of team performance. You may delegate this task to other people and expect them to communicate with you when there are issues. You may focus your energy in other areas like strategic planning, rather than on managing problems. Be aware that it is possible if you are not focusing on potential issues that you could be blindsided by a problem that gets out of hand.

4. Strategy, Planning and Goal Setting:

How well do you apply your knowledge skills in leading others?

Pos: Over Focused

Neg: Situational



This attribute measures how a leader values strategic planning, goal setting and focus on the organization's future. A large part of being an effective leader is seeing the big picture, and being able to come up with a strategic game plan that is in line with the organization's mission and vision.

A **high score** indicates that you see a great deal of value in having a strategic plan and being a strategic thought leader. You understand the importance of having a mission and a vision so that you have a path to lead your organization on.

In addition, you have a slight tendency to over focus on the positive aspects of strategy and planning. You rely heavily on having a strategic game plan and following it. You may spend a large amount of your day improving the plan or coming up with new ways to do things better. While strategy is extremely important in leadership, just make sure to avoid a potential pitfall of continuously planning, but then failing to execute the plan, or failing to get buy-in from the people you are managing.

Furthermore, you tend to objectively view the negative aspects of strategic plans and goal setting. You are able to understand what is wrong with a certain plan or process and at times you will try to come up with a solution or workaround, while at other times you may not feel it is important enough of an issue to worry about resolving it.

Self View



This measures how much you understand and how you feel about yourself. Do you understand where you have come from, where you are in your leadership role and where you are going in your leadership career? How do you feel about your potential to grow and develop, your current role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today as you lead others?

5. Self-Perception:

Do you value being you, your role and where your career is heading equally?



This attribute measures how balanced your self-perception is and your ability to make sound personal decisions, taking into account your past, present, and future.

A **high score** indicates that you have a clear understanding of yourself in terms of your personal value, your role awareness, and planning and focusing on your future. You tend to be able to make balanced leadership decisions that affect you personally. You understand who you are, where you came from, and where you want to go in your leadership career.

6. Self-esteem and Personal Value:

Do you value being you?

Pos: Situational

Neg: Situational



This attribute measures your level of understanding of your own personal value and your level of self-esteem as it relates to your life in leadership.

A **high score** indicates that you clearly understand your own personal value as a leader and you have a high level of self-esteem.

In addition, there are times when you focus on the positive aspects of being you, and there are other times where you focus your energy on other things like your work role or planning for your future.

Furthermore, at times you focus on your personal problems or issues, but other times you are not overly concerned and you focus your energy elsewhere. You have a high score so this is really just a slight tendency and it really does not affect your perception of your own personal value or self-esteem.

7. Position Awareness and Engagement:

Do you value your leadership role?

Pos: Situational

Neg: Situational



This attribute measures your level of understanding of your leadership position as well as your level of engagement in your job.

A **high score** indicates that you understand the key accountabilities of your leadership position very well. You also tend to be very engaged in your role and your duties.

In addition, you are truly objective and at times you focus on the positive aspects of your leadership role but at other times you are focusing your attention elsewhere. It depends on the day and what the circumstances are.

Furthermore, there are times when you are focused on the negative aspects of your position and other times where you choose to focus your energy elsewhere. Your high level of understanding of your job helps you to be very objective and this will not affect your performance.

8. Planning and Focus on the Future:

How clear are you about your future – do you have definite goals?

Pos: Under Focused

Neg: Under Focused



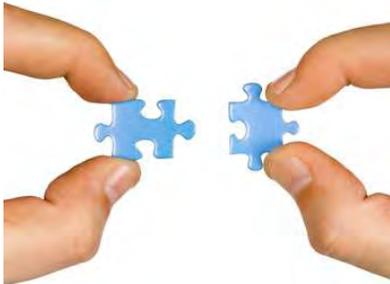
This attribute measures your level of focus on your future in leadership and the extent to which you have a clear game plan to get to your desired future.

A **high score** indicates you have a good understanding of where you want to go in your future and you may have taken some time to do detailed planning about your career in leadership. This will help you as you set daily and long-term goals to achieve your desired future.

In addition, you tend to under focus on, or not see the potential good things coming your way. You may be a bit pessimistic about where your career and leadership is headed.

Furthermore, you tend to under focus on, or ignore the negative aspects of your future in leadership. You may be very optimistic about where you are going or you may choose to focus your energy on your daily activities and not get hung up on things that “could” go wrong, but probably will not.

Combined View



These attributes are measured by combining your Leadership World View and Leadership Self View to get a complete picture of YOU from a leadership perspective.

9. Accountability for Others:

Do you take responsibility for the actions of others?



This attribute measures the degree to which a leader will take responsibility for the actions of others. One who is accountable for other people will say “the buck stops here” for all errors, omissions, or poor performance. This means the individual takes the job seriously, and will assume responsibility for results for his or her entire team or organization.

A **high score** indicates you are accountable for others in virtually all circumstances, without trying to make excuses. You do not lay the blame on other people publicly. As a leader, you accept the consequences of your team’s actions head-on because you understand that you provide the vision and direction. Ultimately, the responsibility for results is yours.

10. Attitude toward Others:

What is your regard for other people?



This attribute measures how a person regards others. Do they understand the value of other people and how do they feel about people in general.

A **high score** indicates you hold people in high regard. While you are able to see both the good aspects and the bad aspects of people, you genuinely highly value others and understand their importance in your life.

11. Balanced Decision Making Ability:

How well do you make balanced decisions as a leader?



This score measures a person's capacity and capability for managing interpersonal relationships in a sensitive manner, with care, appreciation and respect for the other person and their thoughts, feelings, and point of view.

A **high score** indicates you are able to effectively understand and empathize with other people, with genuine sensitivity to their needs and desires; putting yourself in their shoes. You are perceived as a caring leader who is concerned about taking care of the people in the organization. At times, you may even put a person's needs ahead of getting things done or the established rules of the organization.

12. Building Effective Teams:

Are you able to create dynamic, high performing teams?



This attribute measures the ability to build teams that are able to work together well and are very productive and effective.

A **high score** indicates you are able to build and maintain strong teams. Your success in this area may be because of your ability to clearly define roles and responsibilities of team members; establish clear and concise policies and procedures; foster teamwork through leadership; and establish a high performance work culture.

13. Concentration:

How well can you maintain focus throughout a given task or project?



This attribute measures of your ability to focus full attention on the task at hand.

A **high score** indicates you are not easily distracted; you are one who works with intensity. A high score also indicates you focus well – you do not like to be disturbed or interrupted.

14. Conceptual Thinking:

How well are you able to visualize a plan or model conceptually from start to finish?



This attribute measures how well a person can mentally envision a big picture (comprehensive, long-range plans or goals), or visualize models, methodologies or processes. It includes the capacity to identify, evaluate and allocate resources that will be needed to implement and achieve the specific plans or long-range goals, while accurately visualizing the potential results.

A **high score** indicates you definitely have the capacity to mentally envision models, methodologies, and processes, as well as the execution of a long-range plan or projection. You also tend to make accurate predictions concerning the potential results.

15. Conflict Management:

How well do you manage conflict as a leader?



This attribute measures the capacity to identify and resolve differences of opinion, disagreements, contention and opposition, through making the adjustments necessary to bring them into accord. Conflict management includes gathering relevant information through appropriate questioning and listening. Then ensuring each party fully understands the other’s views, in an open and candid manner. This entails presenting well-documented, relevant data, and options for reaching the best resolution with personal conviction to gain consensus.

A **high score** indicates you are very sensitive to conflicts, and utilize integrity and diplomacy to achieve a work group that functions together harmoniously as a team, although each individual may have differing perspectives. You tend to promote collaboration versus competition by destroying the “I-you” or “we-they” barrier, with a focus on teamwork. This includes resolving conflict in a constructive way that insures the parties can work together in a positive atmosphere of openness, trust and mutual respect.

16. Consistent and Reliable Performance:

Do you perform in a consistent manner?



This attribute measures a person’s ability to perform tasks the same way, day in and day out. It shows how steady and dependable a person’s performance is on the job.

A **high score** indicates you are very consistent at performing your tasks and duties. Others can count on you to perform the same quality and quantity of work each day on the job.

17. Continuous Learning:

How motivated are you to keep learning?



This attribute measures the degree of a person's desire and motivation to consistently learn more.

A **high score** indicates you have a passion for knowledge in general, and you enjoy learning new skills as well. You like to keep up with what is happening in the world (news), as well as innovations in your industry or profession, and take advantage of continuing education courses or training opportunities.

18. Correcting Others:

Do you tend to tell other people what mistakes they have made, or correct them when they are wrong?



This attribute measures a person's inclination to point out errors, mistakes, or omissions that others make. While correcting others can be a good thing if you are a teacher or manager, if it is not your job to point out the mistakes of others, it can cause interpersonal relationship issues. This is especially true if the criticism is not done constructively.

A **high score** indicates you tend to correct other people and point out their errors. You may be correcting something they said, pointing out nonfactual statements, or pointing out errors in their work. Potential pitfalls of overextending this attribute are that people may start to distance themselves from you, and avoid interacting with you. In addition, if you focus too much time and energy on identifying the errors that others make, you may not be focused on your own work, which could affect your work productivity or quality.

19. Customer Focus:

How well do you focus on your customers and their needs?



This attribute measures the strength of a person's focus on, and engagement with customers.

A **high score** indicates you are a leader who is highly sensitive to customer needs and desires. You are good at building trust and personal rapport, listen well, and do your best to fulfill customer expectations and ensure they are satisfied. This generally results in repeat business and referrals.

20. Developing Others:

Do you take time to develop the potential of others?



This score measures a person's desire to help others develop their talents and potential, and is closely linked to the clarity and identity with one's own professional role and self-direction. Developing others requires a solid understanding of people, as well as the ability to accurately evaluate their strengths and weaknesses, and what motivates them.

A **high score** indicates you have insight into what each member of your team needs for improvement. You evaluate these needs relative to the norm of "better performance", and do your best to initiate and facilitate each individual's professional growth. You find ways to help them unfold more of their potential in such a way that it will contribute to the growth and improvement of the entire organization.

21. Diplomacy and Tact:

Do you maintain poise under pressure and promote cooperation and understanding?



This score measures a person's sensitivity to others and appreciation of their feelings. It also focuses on the sensibility and tact it takes to promote cooperation and understanding on all sides, without causing conflict.

A **high score** indicates you have developed a keen sense of what to do or say in difficult or delicate situations, to maintain good relations with others and avoid offending them. You tend to create a good impression when meeting strangers, are socially adept, and maintain poise even under the stress of potentially embarrassing, or volatile situations. If you are called upon to criticize or correct someone, you do your best to raise receptivity and keep the interaction constructive.

22. Drive for Results:

How focused on results are you?



This attribute measures the capacity to clearly and objectively understand and implement all variables necessary to obtain defined or desired results, including specific people/talents, work processes, speed, or whatever it takes to get the job done. This is generally demonstrated by the ability to complete work tasks efficiently, meeting deadlines, performance goals, or quotas as expected.

A **high score** indicates you tend to be efficient and productive in organizing your tasks toward achieving results. For you, reaching the destination is much more important than enjoying the journey. You may be highly driven or demanding, if you consider the results much more important than the process or people necessary to achieve it.

23. Empathy toward Others:

Do you understand and empathize with people?



This score measures a person's capacity and capability for managing interpersonal relationships in a sensitive manner, with care, appreciation and respect for the other person and their thoughts, feelings, and point of view.

A **high score** indicates you are able to effectively understand and empathize with other people, with genuine sensitivity to their needs and desires; putting yourself in their shoes. You are perceived as a caring leader who is concerned about taking care of the people in the organization. At times, you may even put a person's needs ahead of getting things done or the established rules of the organization.

24. Enjoyment of Your Job:

Do you generally enjoy what you do for a living?



This attribute measures how optimistic a person is about their job and if they enjoy performing their role.

A **high score** indicates you do enjoy your job and have an optimistic view of it. You tend to choose to focus more on the positive aspects of your role and are genuinely excited by it.

25. EQ: Intrapersonal:

What is your level of emotional intelligence within yourself?



This attribute measures a person's internal emotional intelligence, and their understanding of their emotional triggers, as well as their ability to control their emotional state. In addition to being self-aware, it is important to value one's self and develop a high level of self-esteem.

A **high score** indicates you are emotionally well-developed and well-balanced when it comes to understanding your emotions, feeling a high level of self-worth, feeling motivated to succeed and managing your own emotional state. You understand how people and things around you make you feel and you're able to control how you react to pressure and stress. It is very important to understand one's self in order to appropriately understand the emotions of others, as well as being able to manage relationships effectively.

26. EQ: Interpersonal:

What is your overall level of emotional intelligence as it pertains to others?



This attribute measures a person's external, or social, emotional intelligence. How aware are they of how others are feeling and do they feel empathy for others? This also measures a person's ability to manage relationships and control or influence others around them.

A **high score** indicates you are emotionally well-developed and well-balanced when it comes to understanding the emotions of others, genuinely caring for them, and being able to manage relationships with others.

27. EQ: Overall Emotional Intelligence:

How well do you understand your emotions and the emotions of others? How well are you able to maintain control of your emotional state? How well are you able to manage relationships and interactions with others?



This attribute is an overall measurement of a person's intrapersonal and interpersonal emotional intelligence, and gives an overall indication of their emotional development. It is also important to look at the scores on intrapersonal and interpersonal intelligence factors to determine their emotional strengths and opportunities for development.

A **high score** indicates you have a highly developed emotional intelligence. You understand how you feel or what causes you to feel a certain way, and can usually maintain or control your emotions. You also are able to feel empathy towards others and focus on relationships, and tend to have a high level of self-worth and self-esteem.

28. Evaluating What is being Said:

Are you able to accurately interpret what others are saying?



This attribute measures a person's ability to not only listen to the details of what is being said, but to also evaluate and understand its meaning. This includes understanding the emotions of other people in the conversation, as well as reading between the lines for hidden meaning.

A **high score** indicates you tend to take the time to listen and interpret what people are saying. You are able to listen for intent and emotion. This allows you to have more meaningful conversations and gain maximum insight from them.

29. Flexibility:

How adaptable are you as a leader?



This score measures a person's capacity to adapt easily to different types of people, new situations and changing environments.

A **high score** indicates you are not rigid or stubborn in your thinking or approach to life. You are open-minded, with a willingness to compromise and entertain new thoughts, ideas, and ways of doing things. This means you have developed a high level of versatility and adapt well to change.

30. Following Directions:

Are you able to understand and perform what is asked of you by others?



This attribute measures your ability to follow written and verbal directions and instructions.

A **high score** indicates you tend to be very good at following instructions and directions correctly. You are able to understand what is asked and then do it. You may ask clarifying questions when directions are unclear or vague so that you can make sure you do what is needed and avoid making errors.

31. Gaining Commitment:

Are you effective at gaining buy in and commitment from others?



This attribute measures a person's ability to gain acceptance of their ideas or plans from other people by effectively communicating and interacting with them.

A **high score** indicates you are able to persuade others to your way of thinking and gain commitment from them to support, or implement, your plans or ideas. This is particularly beneficial when you are interacting within your workgroup or on team projects.

32. Goal Achievement:

How well do you focus on achieving your leadership goals?



This attribute measures the capacity to concentrate one's full attention on the project or goal(s) at hand. It calls for unwaveringly staying on target, in spite of potential difficulties or distractions, until the project or goal is achieved. This requires clarity and dedication to the goal itself, as well as personal commitment and discipline.

A **high score** indicates you have the ability to stay focused and on track when engaged in a specific project. You always keep the goal before you, while ignoring potential problems or interruptions. You stick with it, are resourceful, and guide the project to completion, come what may.

33. Growth Mindset:

Am I born with talent and intelligence which are therefore permanent qualities and something I cannot change? Or can I develop my talent and intelligence no matter what?



Growth Mindset can be called other names such as ‘heart’, ‘character’, ‘a Champion’s Mindset’, etc... This score measures your belief of whether talent and intelligence are abilities that can be developed through dedication and hard work (known as a Growth Mindset) or that these are permanent qualities that you are born with and therefore cannot actually be changed (known as a Fixed Mindset).

A **High score** indicates you believe your gifts and talents can be developed and get better. You are willing to take risks while seeking out and look forward to receiving feedback in order to improve. You are viewed by others as being courageous and you strive for athletic excellence in everything you do. You do not fear the unknown and understand that making mistakes are part of getting better. It is a growth mindset that will allow you to achieve your fullest potential.

34. Handling Rejection:

Are you able to emotionally manage when people reject what you suggest or do?



This attribute measures a person’s ability to cope with rejection on the job. This may include rejected ideas, game plans, or suggestions for change. It might also include being turned down for a promotion or raise.

A **high score** indicates you are able to handle rejection well on the job. You may take it in stride and persevere on. You may ask for the reasons so that you can try to overcome these obstacles and gain acceptance. This ability can set you apart from others who just give up at the first sign of resistance.

35. Influencing Others:

Are you able to influence people to your point of view?



This score measures the capacity to convincingly present one’s position, opinions, feelings, or views to others in such a way that they will listen, and be won over to adopt the same position. This usually requires good intuition, listening and communication skills, appealing to another’s feelings, or sense of reason, while trying to demonstrate or prove that something is true, credible, essential, commendable, or worthy of doing or believing.

A **high score** indicates you demonstrate sensitivity and intuition in understanding the views, concerns, and potential objections, or defenses of others. You then respond to them effectively, while using the right tone and language, to positively influence their minds, or opinions.

36. Interpersonal Effectiveness:

How well do you effectively communicate with others?



This attribute measures the ability to effectively use interpersonal skills to gain commitment, persuade others and communicate with people in a positive and productive way.

A **high score** indicates that you are able to successfully communicate and interact with others on the job. You know how to persuade them to your way of thinking and are able to maintain strong relationships with coworkers and customers.

37. Interpersonal Skills:

Do you have the skills to effectively communicate with others?



This score measures your ability to interact well with others through your sensitivity and understanding of interpersonal relationships and team dynamics, coupled with your ability to effectively communicate with others, while maintaining your emotional control (even during times of pressure and stress).

A **high score** indicates you have natural or outstanding talent in this area. You feel comfortable interacting with others and put them at ease, because you are personally, professionally, and socially adept, with excellent listening and communication skills. You know how to relate to people, and can adapt well to virtually anyone.

38. Intuition:

How well can you “feel into the situation” and process without needing to think or have all the facts about it?



This is the capacity to sense the most important aspects of complex situations and problems, with the ability to take appropriate action when all the facts are not available.

A **high** score indicates you can make accurate intuitive decisions. You have the ability to “shoot well from the hip” – a few important elements are enough for you to work with. You can feel into the core of situations without knowing or analyzing all the facts and take the right action.

39. Leading Others:

How effective are you at guiding and leading others?



This score is a measure of leadership ability, and the potential effectiveness of leadership efforts. A leader is an individual who understands how to motivate and organize others, and their performance, in such a way that everyone feels a sense of clear direction toward a common goal. A leader plays the directing role in exercising responsible authority, and a commanding influence over others in a way that inspires trust, followership, and motivates people to get things done.

A **high score** indicates you are highly developed as a leader. You identify with your leadership role, have self-confidence, and are able to project a clear mission, purpose, and vision to others. You have developed a genuine understanding for others, and enjoy guiding and influencing them toward common goals and organizational objectives.

40. Long Range Planning:

Do you make plans well into the future?



This attribute measures a person’s ability to make extended plans and goals. It involves visualizing the future with desirable outcomes and coming up with a game plan to achieve that future.

A **high score** indicates you are good at long-range planning. You are able to visualize where you want to go in your career and figure out a game plan to follow in order to achieve those goals and objectives. Make sure these plans are detailed and written down so you can refer to them often as you take steps daily to achieve the future you desire.

41. Maintaining Control and Composure:



This measures the person's ability to maintain control and composure when under stress in a leadership position.

A **high score** indicates that you are able to maintain your emotional control and composure when under stress and pressure in your leadership role. This is an indicator of a higher level of emotional intelligence and is absolutely critical as an effective leader. A potential pitfall If your score in this area is above and 9.0 is that you have too much emotional control and composure and you may be seen by others as being unemotional or uncaring because you do not show any emotions outwardly.

42. Meeting Standards:

Do you strive to work at a level that meets or exceeds requirements?



This attribute measures a person's ability to perform at a level that meets or exceeds work standards. This includes following policies and procedures, attaining quotas, and achieving goals and objectives.

A **high score** indicates you consistently meet or exceed the work standards required of you. When performing your role. This makes you a valuable team member who contributes to the success of your department and organization.

43. Objective Listening:

Are you able to listen to what is being said and evaluate it in an objective manner?



This is the capacity to objectively listen, understand, and accurately interpret what someone else is saying. Listening requires focusing one’s full attention on the other person and hearing not only the content of what is being said, but also discerning the other person’s feelings and motives for what they are saying. Personal opinions and mental criticisms must be withheld while listening to objectively evaluate what was said.

A **high score** indicates you have the capacity to realistically evaluate what you hear, because you tend to be open-minded, can suspend your own judgment, and genuinely care about others’ opinions. You likely pay attention to people’s body language, tone, and content. You also have present moment awareness in conversations, rather than thinking about the work you have to do or another agenda.

44. Personal Accountability:

Do you take personal responsibility for your actions?



This score measures a person’s capacity to take responsibility for their own actions, conduct, obligations, and decisions and the consequences thereof. This requires an internal willingness to be answerable for oneself and one’s actions, without shifting focus or blame on anything or anyone else.

A **high score** indicates you will take personal responsibility for successes as well as failures, with no excuses. You are willing to stand behind your actions and decisions. If you have made an error, your focus will be on correcting that error and moving ahead.

45. Personal Drive:

Are you motivated to succeed regardless of obstacles or barriers?



This attribute measures a person’s desire and persistence to achieve goals and objectives.

A **high score** indicates you are a very driven person. You will relentlessly go after the things you want to achieve and not give up in the face of adversity. If an obstacle gets in your way, you will find a way to overcome it regardless of what it takes.

46. Persuading Others:

Are you able to persuade or sway the opinions of others?



This attribute measures a person's ability to influence another person to their way of thinking.

A **high score** indicates that you have the capacity to persuade others and influence their decisions. You understand interpersonal relations and highly value people. It is important to understand that part of persuading other people is also your communication style. This includes how you communicate, such as body language and tone. Be prepared to adapt your communication style to your audience to further enhance your ability to persuade others.

47. Planning and Organizing:

Are you able to envision the future and plan accordingly?



This score measures the capacity to see the big picture and envision a different, better future as well as the ability to forge clear, realistic plans to bring this picture of the future into the present.

A **high score** indicates you are able to clearly “see into the future” as if it were in the present. Then, you see exactly how to make this futuristic picture real and actual by establishing clear goals and organizational policies and procedures to fulfill your vision for the business.

48. Practical Problem Solving Ability:

How well are you able to solve routine problems in a practical manner?



This score measures the ability to understand a problem or problem situation, and solve it. This requires the ability to identify exactly what needs to be done to actually resolve the problem, which can range from solving a customer complaint to a organization wide issue.

A **high score** indicates you are able to understand and interpret the problem in all its aspects. You have the mental capacity and experience to dissect the problem, discern the essential aspects of it, identify the best option for problem resolution, given available resources, and then apply this knowledge to solve the issue.

49. Practical Thinking:

Do you tend to see things from a practical perspective?



This attribute measures a person’s ability to plan and think pragmatically. Practical thinkers focus on doing things efficiently and logically. They also tend to focus on the bottom line when making plans and setting goals.

A **high score** indicates that you have the ability to think in practical terms. You can be realistic in setting goals and objectives and can think logically about how to get things done in an efficient and expedient manner.

50. Proactive Thinking:

Do you tend look to the future to gain insight?



This attribute measures a person’s futuristic thinking ability. A person who has insightfulness and forethought is able to be proactive in their planning and strategy. They also take steps to achieve positive outcomes rather than responding reactively to future events as they unfold.

A **high score** indicates that you are a proactive thinker. You are able to envision the possibilities of what the future holds and plan accordingly. You tend to anticipate what is coming down the road and are able to take steps to insure you are prepared for, or even control, the possible outcomes.

51. Resiliency:

How resilient and persistent are you?



This score measures the capacity to steadily pursue any project or goal that a person is committed to, in spite of difficulties, opposition or discouragement. This requires inner strength, perseverance and determination to stay on course in the face of adversity, regardless of problems or obstacles.

A **high score** indicates you have a strong capacity to stay focused, motivated and committed to see the project through, or to achieve the goal you are working toward. You have the inner strength, drive and determination it takes to stay on course and bounce back, no matter what circumstances may occur.

52. Respect for Authority:

Do you show esteem and respect for people in positions of authority?



This attribute measures a person's ability to follow and respect the chain of command. This also includes showing appreciation for their position by not trying to undermine their authority, judgment calls, or decisions.

A **high score** indicates that you tend to show respect to authority figures. You are courteous and polite in your communications, rather than condescending or sarcastic in your remarks. You recognize the chain of command and follow it, and you voice any concerns you have in an open, respectful and constructive manner.

53. Respect for Policies and Procedures:

Are you respectful of rules, standards, policies and procedures?



This attribute measures a person's tendency to appreciate and obey policies and procedures without being overly critical or trying to bend, break or sabotage them.

A **high score** indicates that you tend to respect policies and procedures. You understand the value of having clearly defined directives that allow everyone to be working toward common goals and objectives. You may even see weaknesses or deficiencies in certain policies, but you are able to constructively recommend improvements while still following the current standards as directed.

54. Self Confidence:

Are you self-assured and confident in your actions?



This attribute measures how much a person believes in and trusts their own abilities.

A **high score** indicates that you have a lot of self-confidence in your own abilities. You have faith in yourself and your skills. This inner strength is empowering to you and can be seen and felt by others that you interact with.

55. Self-discipline and Restraint:

How well do you handle and respond to situational stresses that directly affect you?



This is a measure of your ability to handle the challenges of everyday work-life. It is the capacity to keep your emotions and actions under control when confronted with personal problems, and your ability to respond to these problems in a calm, rational manner.

A **high score** indicates you are able to maintain self-control when facing personal problems or issues in your work role. You do not tend to show frustration or irritability even when you are not happy with the situation.

56. Self Improvement:

Do you focus on bettering yourself?



This attribute measures a person's desire to improve. This may be to develop and enhance their mind, body, and/or spirit. They may choose to do this on their own, or with the help of a coach or mentor.

A **high score** indicates that you are focused on bettering yourself. You tend to be open to making improvements in your lifestyle such as eating healthier, exercising, continuous learning, or reducing stress. In addition, you tend to be open to coaching from qualified individuals who can help you make a positive impact on your life.

57. Self-management:

Are you able to manage and organize yourself effectively?



This score measures a person's identity with their job or career plus their clarity of self-organization in terms of a well-defined self-image and clear personal expectations. The combination of career involvement and self-organization reveals how people manage themselves. This requires role responsibility, personal accountability, and goal clarity, as well as self-discipline, organization, and a personal commitment to live and work up to one's self-imposed standards.

A **high score** indicates you are very good at managing and organizing yourself, and you are also a good role model for others. You are clear and definite about your leadership role, and you have the necessary discipline to focus your abilities, time, and energy on achieving your future goals. You tend to take responsibility and are accountable for results, because you are good at planning your work and working your plan.

58. Self-starting Ability:

Are you motivated to jump right in and get going?



This score measures a person's sense of urgency in linking a desired future outcome to the present. If a person has the desire to achieve a future goal, this score reveals the degree to which they feel compelled to bring it about as soon as possible. Once the goal has been defined, or the plan has been created, self-starters do not need additional motivation or prodding to get going. They have the internal motivation and drive necessary to get to work.

A **high score** indicates you feel compelled to "get started now" in working toward your immediate goal or, in general, toward your envisioned, better future. You are self-reliant and demonstrate strong personal initiative and motivation to start working. People with this capacity do not need anyone else or external factors to motivate them. Your strong sense of self-motivation and drive indicates you also have the ability to lead others; you are the one who gets the mission off the ground and keeps it going forward.

59. Sense of Belonging:

Do you feel connected to others and like you belong?



This attribute measures a person's desire to be a part of something greater than themselves. This can add value and meaning to someone's life, as well as become an important source of support and guidance to them.

A **high score** indicates that you greatly value feeling a sense of belonging. You may find this fulfilled by your family and/or friends, or it may be a group you belong to such as a church, or on social media. You feel accepted, supported, and that you are not alone.

60. Sense of Mission and Duty:

Are you fully committed to your role and responsibilities?



This attribute measures a person's sense of obligation, commitment, and responsibility towards the mission and goals of an organization.

A **high score** indicates that you value the commitments and promises you make. You take your responsibilities and duties seriously and strive to accomplish goals and objectives that will help the organization achieve success.

61. Sense of Timing:

Are you able to take action at just the right time?



This attribute measures a person's ability to take action at the best opportune time to achieve a desired effect or outcome.

A **high score** indicates that you are good at judging the right moment to take action to achieve desired results. This may be something that comes very natural to you, or it may be something that you developed over time through your experiences.

62. Strategic Capability:

Are you a strategic thinker or visionary?



This attribute measures a person's ability to successfully utilize strategic planning, problem solving, and decision-making to effectively achieve desired results.

A **high score** indicates that you have the capacity to think strategically. You are able to grasp the big picture, assess the current situation, as well as know where you want to go in the future, and make plans accordingly. This can lead to innovation, creativity and a greater chance for success.

63. Surrendering Control:

Are you readily able to yield power and control to others.



This attribute measures a person's ability to let go of their position of power or authority over someone else, a group, or a situation, and allow someone else to take control. This is done willingly, without fear or reservation.

A **high score** indicates that you are able to surrender control to others freely without feeling a loss of power, stress, or anxiousness. You understand that sometimes the best way to advance communications and relationships is to let another person take control. It is also very important when trying to build strong connections and trust with others.

64. Teamwork:

Are you focused on all aspects of teamwork as a leader?



This score measures a person’s attitude toward the cooperative aspects of working closely with others, and being a contributing team member. There is no “I” in team, and good teamwork consists of surrendering, or subordinating one’s personal prominence as an individual or employee, to the efficiency of the whole, ensuring that the team functions as a collaborative harmonious unit to successfully achieve a mutual goal.

A **high score** indicates you find it easy to relate to, work with, and share well with others, as opposed to being a maverick, the “star” producer, or keeping power and control to yourself. You feel comfortable being a team member and demonstrate a willingness to do your part. This includes being the leader, while also contributing to the work needing to be done, and being supportive and helpful to the team members to achieve results. You believe “together, we can achieve more.”

65. Theoretical Problem Solving:

Are you able to think and plan in abstract and speculative terms?



This attribute measures a person’s ability to think logically and to use detailed analysis of data, facts and projections to solve current issues, or potential issues that have been predicted to have a high probability of occurring in the future.

A **high score** indicates that you are able to use theoretical problem solving to look at an issue from all sides, and using all available data, you are able to formulate viable solutions.

66. Using Common Sense:

Are you able to use common sense to make rational and sound decisions on a daily basis?



This attribute measures a person’s natural ability to use good judgement and behave in a sensible and practical manner.

A **high score** indicates that you are able to use common sense in your daily life. Your actions are typically sensible and do not tend to cause you or those around you harm because of poor judgement.

67. Withstanding Pressure:

Are you able to withstand stress and pressure in your life?



This attribute measures a person's ability to remain relaxed and composed in the face of difficult situations and environments. It is the ability to not give in to negative emotions, but to strive to carry on with their tasks and responsibilities.

A **high score** indicates that you are able to tolerate stress well. You can withstand pressure put on you by certain people or settings. You do not let yourself get weighted down by feelings of helplessness or hopelessness. You may even face these struggles with optimism and a determination to overcome them.

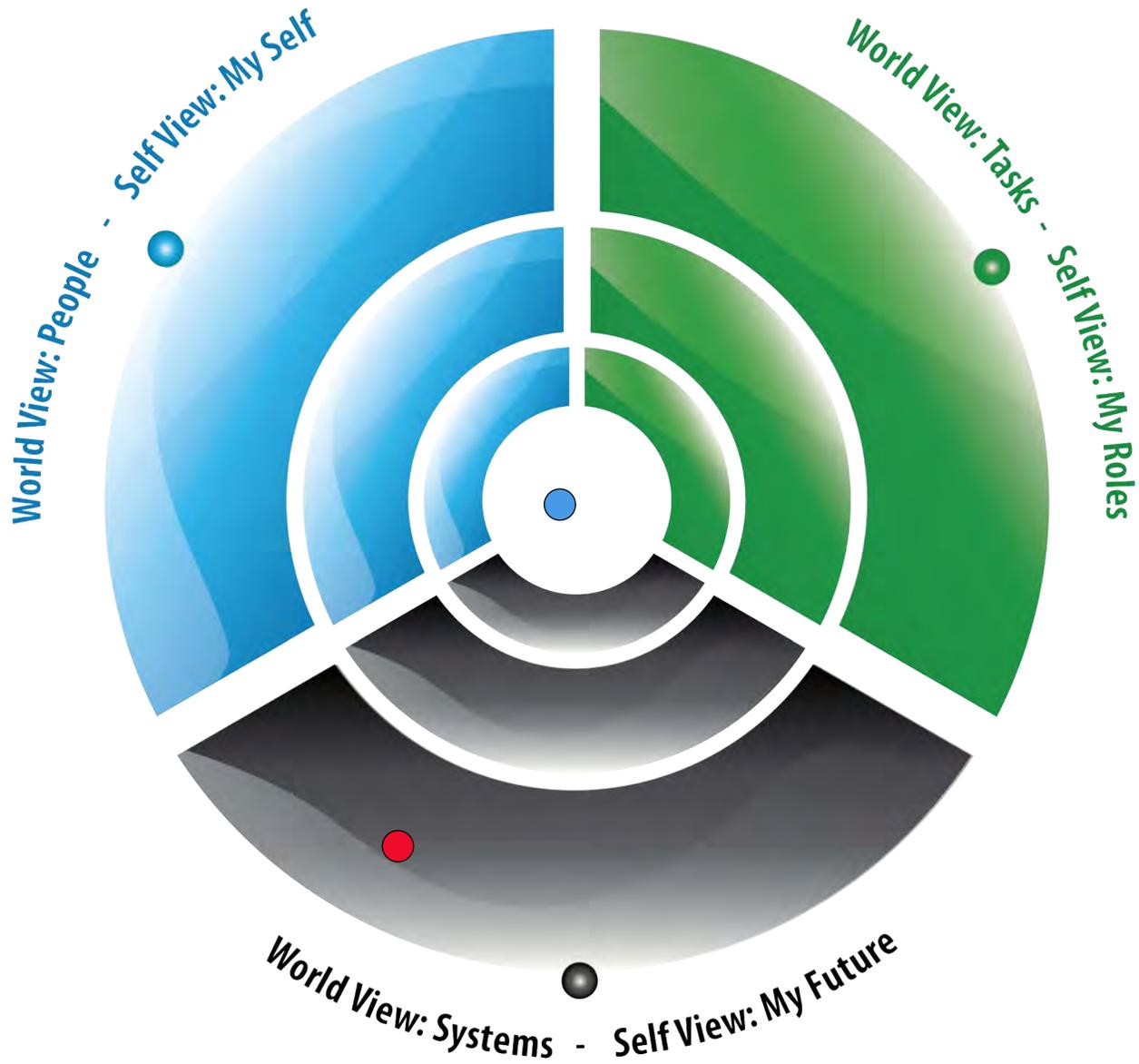
68. Work Ethic:

Do you feel a moral obligation and responsibility to work hard and do your best?



This attribute measures how a person values the importance of hard work and determination.

A **high score** indicates that you highly value doing a good job and working hard. You believe that having a strong work ethic is not only vital to achieving goals and objectives, but it is also a reward in and of itself. This is reflected in your ability to be a self-starter, maintain focus while completing tasks, and working diligently.



World View =

Self View =