

# LSP-R

LEADERSHIP SKILL PROFILE

# focus report



Report for:  
Sam Sample  
October 9, 2019

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

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

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#### **Snapshot**

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

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#### **Focus Activities**

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

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#### **Taking Action**

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

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#### **Customized Content**

Personalized, detailed feedback for each competency

# LSP-R Focus

# SNAPSHOT myRESULTS

HIGHER SCORES ↑

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

myZONE

myRESULTS

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LOWER SCORES

LOWER SCORES

# LSP-R Focus

# FOCUS ACTIVITY myFOCUS

## OVERVIEW

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

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

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

## OVERVIEW

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

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

## my3 COMPETENCIES



# LSP-R Focus

# FOCUS ACTIVITY myFOCUS

## OVERVIEW

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

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

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

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

myFOCUS COMPETENCY

### HELPFUL HINT

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

# LSP-R Focus

# TAKING ACTION myPLAN

## OVERVIEW

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

### myFOCUS:

#### STOP:

What

How

When

#### START:

What

How

When

#### CONTINUE:

What

How

When

# LSP-R Focus

# TAKING ACTION making it stick

## OVERVIEW

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

### myFOCUS:

What have I learned from completing myPLAN?

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

How has myPLAN leveraged or enhanced my leadership competency?

### EXERCISE 1:

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

### EXERCISE 2:

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

### EXERCISE 3:

Identify ways you will increase opportunities to demonstrate these competencies.



## OVERVIEW

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

**a**

**Relationship and Implications:** how an underlying personality trait and the leadership competency are connected and the potential effect of the combination on performance

**b**

**Guidance:** what you can do to improve your competency performance

## myRESULTS REVISITED

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## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results indicate that you typically display great respect for formal policies and are likely to follow even trivial rules. As a result, you may be highly motivated to develop your technical expertise so that you may stay well-informed of current standards and "best practices".
  - Be aware that although company policies are meant to guide your behavior, they may become outdated and not reflect what is best for your organization. As you develop your technical proficiency, be sure to evaluate your organization's current standards and address any concerns you may have with upper management.
- 
- You are generally self-reliant and confident when completing your work and don't tend to seek feedback from your supervisor. This self-reliance should facilitate your ability to acquire and develop technical proficiency.
  - Try to be mindful and recognize occasions when you might require some assistance understanding or executing a technically complex task. When faced with a new or challenging task, map out how you would approach the problem. Try reaching out to colleagues or leaders for feedback on your approach, and be sure to carefully consider any advice they offer before proceeding.
- 
- You tend to be straightforward when dealing with others and may not focus your efforts on managing your interpersonal style. This likely provides you with more opportunity to concentrate on, and become proficient at, the technical aspects of your job.
  - Although technical skills are essential to success, remember that relationships are also an important part of a leader's role. Take the time to ask others questions about their motivations, interests, and priorities. Listening with an open mind will help you develop positive relations at work that will lead to greater success in the future.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results show that by nature you tend to be precise and exacting. When working on critical tasks and assignments, these characteristics likely make it easy for you to manage your time wisely so that you can complete them efficiently and effectively without getting distracted.
  - There may be times when your desire for a plan may keep you from completing your tasks on time. When projects pop up unexpectedly, it is important that you remain flexible enough to adapt current plans to incorporate new tasks or information.
- 
- Your responses indicate that you are able to effectively manage your work environment in a tidy and organized manner. This orderly approach helps you track tasks and manage time effectively in order to complete all necessary tasks. As such, you are likely to identify your most important tasks and complete those duties first.
  - Remember that others may not adhere to the same level of organization as you do. It may be helpful to encourage direct reports to implement a similar approach to their own work, thereby fostering a tidy environment where everyone is aware of which tasks take priority over others.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- You generally try to reduce ambiguity in day-to-day work by creating structure and precise plans. This is helpful in facilitating thorough short-term plans for both yourself and your direct reports.
  - Because you like to have a clear plan before making decisions you might find it difficult to move forward when faced with ambiguity. This can slow down progress and frustrate your direct reports. Remember that plans are only guidelines. Try to remain flexible and anticipate alternative routes so that you can continue to make steady progress.
- 
- Your results suggest you tend to prefer order. This means you're often methodical, tidy, and put effort into keeping materials highly organized. It is likely that you will encourage short-term planning within your unit to maintain order and ensure projects progress according to plan.
  - It is important to recognize that if you insist on imposing order at all times you may be perceived as inflexible. If your direct reports do not do things exactly as you would like, try to be accepting as long as they are still following clear plans. Your reports will likely work harder for you if you give them the freedom to work in the way that is most comfortable to them.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest that you prefer structure and having as much information as possible before starting a job. These qualities enhance your ability to meet commitments and deadlines and lend support to your reputation as a dependable leader.
  - Keep in mind that there are times when being a perfectionist will impede progress towards deadlines. Being rigorous is good, but sometimes it is necessary to move ahead before all areas of a task are perfected.
- 
- You have a tendency to take an organized, methodical approach to completing your work. As a result, coworkers perceive you as someone they can trust to get work done effectively and on time.
  - Do not let your preference for order take up valuable time that could be better spent working on your assignments. Even the most well-organized project can stall if you fail to make progress. If this is a challenge for you, try setting a timer to limit the time spent tidying. Allow yourself to organize until the timer goes off, at which point you can shift your attention towards task completion.
- 
- You tend to employ proven strategies at work, rather than seeking out new methods or using creative, yet untested, approaches. This may facilitate the timely completion of projects, and likely contributes to your reputation as dependable.
  - A focus on tried-and-true methods precludes you from being progressive in your work. You can try new solutions and still meet deadlines. Consider slowly introducing new ideas or approaches in your unit, giving yourself time to correct any issues that may arise while still encouraging and supporting innovation in your work.
- 
- You tend to be responsible and dependable and can be counted on to meet deadlines and commitments.
  - Others may try to take advantage of your capable nature by having you take over some of their responsibilities and work. As a leader, you need to make sure that your direct reports take responsibility for their work, instead of micromanaging and taking on all their responsibilities yourself.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your responses indicate that you seem to be organized and methodical. Because of your ability to keep track of important information, you are likely to be effective at informing others of policy changes, occurrences, and decisions made at work. In addition, you tend to be thorough in your communications and ensure that you do not miss any details.
  - There are times when a more concise summary is preferable since you might run the risk of clouding the main message with irrelevant details. Critically review your communications before sharing to ensure that the main message shines through loud and clear.
- 
- According to your scores, you are disposed to impart information to those with whom you work. Not only do you keep colleagues informed of your thoughts and activities, you also convey information that they will find relevant to their own activities and interests.
  - You tend to communicate work information openly, therefore it is important to focus on key information, and be careful not to step on toes by sharing information that may originate from, and be more appropriately passed on by, another individual. Always consider your audience before sharing information.

## DEFINITION

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

## FEEDBACK

■ Relationship and Implications

● Guidance

- Your results indicate you are not overly preoccupied with your responsibilities at work, and don't let them interfere with your pursuit of leisure activities. This offhand attitude toward work and partiality for activities outside work may lead to perceptions that you do not take work as seriously as you could.
- While being overly preoccupied with your work is unhealthy, make sure that you give your work responsibilities enough weight that you are productive and valued in your role.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest you are precise and exacting, and often make detailed plans, which supports efforts to provide structure and direction to the work of others. As a result when you are organizing a large project you are likely to clarify all questions and concerns amongst your direct reports and clearly specify which tasks should be completed.
- Although your dislike of ambiguity leads to well-organized projects, remember to give your direct reports control over how they will carry out their assigned tasks so that they feel satisfied with the process.

- Your results suggest you are well-organized and dislike clutter or chaos. As such, you are likely to enjoy and excel at organizing the work of others. It is probable that you develop detailed project plans for your direct reports. Although this is often a necessary task for leaders, be cautious of "micromanaging" your team. Ensuring everyone is clear as to their responsibilities is great, but dictating how each task must be done can often stall progress and discourage direct reports.
- Try sharing enough detail so that expectations are clear, but avoid overloading. Encourage direct reports to ask questions if they would like further detail.

- Your results suggest you dislike disruptions when working under a deadline. While it is important to take deadlines seriously, the failure to implement some time-saving measures early on can create more delays in the long-term. For instance it's important to take the time to set out clearly defined roles and responsibilities for your direct reports, and to take the time to follow-up with them to make sure they understand the expected results and have all of their questions answered.
- Try to be available to answer questions fully and assign individual responsibilities on a project before you dive into your work. Task clarity will enhance your direct reports' ability to execute their work effectively.



## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- You appear to exercise your own judgment and to be self-sufficient when managing problems. This independence likely facilitates your ability to parse information to make decisions quickly and accurately.
- Consider that there may be situations where another perspective may be beneficial or even situations when the agreement of others might be important before making a decision. Though you are quick to make decisions, be careful not to let your independent leanings make you overlook other perspectives, relationships, and dynamics that should be considered. Ask a trusted coworker to play devil's advocate to your decisions, looking for potential issues or implications you may have overlooked.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest you tend to make detailed plans and prefer to follow a schedule. These tendencies are likely to help you maintain focus and see projects through to completion.
  - As someone who prefers to plan their work, you may find it helpful to anticipate roadblocks before they occur. As part of the planning process, take time to reflect on what your assumptions about the project are. If your assumptions are wrong, what are the consequences? Make a list of the types of challenges you might face and what you might do to resolve them. This doesn't need to be a fully developed solution, but by starting to consider what could go wrong at the beginning of a project, you will be better prepared to manage disruptions if and when they occur.
- 
- You tend to work long hours tirelessly and patiently. These qualities likely help you to stay focused on the task at hand and see projects through to completion.
  - Remember to conserve your resources for critically important tasks so that you do not wear yourself out on less important ones. Take regular breaks to ensure your work stays of high quality.
- 
- Your results suggest that you are methodical, disciplined, and prefer to keep materials well organized. Having a work space that is free from clutter may help you to avoid distractions and focus your attention on completing important tasks.
  - There may be instances where you are asked to jump into a project already in progress and you may feel disorganized. In these instances, it can be important to acknowledge the scope of the work and the timeframe in which it needs to be done. Consider what the best use of your time is. While you may prefer to take a step back and get organized, the overall progress of the project may depend on your immediate input.
- 
- Your results suggest that you are willing to take on and tend to follow-through on your responsibilities. This dependability and steadiness enhances your ability to apply the effort and concentration necessary to see projects through to completion.
  - These qualities may sometimes need to be tempered, as they can lead to burnout as a result of taking on too much and focusing on execution to the exclusion of all else. From time to time, step back and consider whether you are too locked into a project, and if so, how you can "pump the brakes" a little in order to focus more on your own needs and other priorities.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest that you prefer to manage matters alone, trusting in your own judgment. This self-sufficient tendency should enhance your ability to work independently.
  - Bear in mind that being an effective self-starter does not mean closing yourself off from other opinions. In fact, others' ideas can serve as sources of inspiration for your work, including input that may help improve or enhance the final product. Consider the perspective of others when completing your work, and remember that your direct reports will have a wealth of experience you can draw new knowledge from.
- 
- Your results suggest you are a steady and reliable person who strives to meet your obligations to others. As a result you are likely to demonstrate high levels of initiative and work well independently.
  - Try to balance your tendency to take on responsibilities with an awareness of when it is possible to delegate work to others so that you do not become overworked.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your responses indicate you become defensive when faced with negative comments. As a result, you may experience difficulties maintaining your composure in stressful situations.
  - Try to step back from difficult situations to gain some perspective. Think about the concerns of other parties involved. How would you expect them to approach the situation? Taking a different perspective on conflict may allow you to approach the situation with a balanced perspective and less defensiveness.
- 
- Your results indicate that you tend to be calm, contented, and easy-going. This likely helps you avoid conflicts with coworkers and tolerate stressful work situations. In fact, others may even admire your composure.
  - Try to recognize that occasionally thinking about the consequences of negative outcomes may help you put a different spin on issues or enlighten you to possibilities you hadn't considered. In order to avoid complacency, always try to consider all angles of a problem to make sure you don't overlook any important points.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your responses indicate that you are inclined to follow the rules and standards of your organization. This behavior means you not only uphold the values of the organization, but that you can address ethical dilemmas with integrity.
- When following the rules is either difficult or met with resistance, remember that you are a role model for your employees. Be sure to act in such a way that your team can learn from and use as an example in their own work.

- Your results indicate you value being honest and ethical. Your strong sense of right and wrong likely compels you to demonstrate a high degree of integrity.
- In the face of dishonest behavior from others, you may become discouraged or come to feel that your good actions do not change anything. Try to remember that you are setting a positive example and influencing those around you as well as the culture of your organization.

- Your results indicate that you have a tendency to be discourteous and indifferent to the needs of others. This may lead others to view your actions as insincere and question your trustworthiness. A leader who is deemed uninterested and lacking upright qualities cannot gain the trust and support of others. In addition, colleagues will be reluctant to partner or work on projects with someone with a callous and unreliable reputation.
- To be seen by direct reports as a person of high quality character, try to surround yourself with positive examples of ethical behavior, whether it be coworkers, mentors, or industry-leaders that you admire. Try to improve your self-awareness by identifying situations that may test company values and work to brainstorm tools that can help you to overcome these challenges before you encounter them.

## DEFINITION

Accomplishing an above average quantity and quality of work.

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- You tend to persevere or “push through” in order to accomplish difficult tasks and solve problems. Your persistence in working on projects for extended periods of time without distraction may contribute to your productivity.
  - Be aware that your tendency to get caught up in seeing a task to completion could be taking time from other priorities. Make sure to prioritize your tasks appropriately in order to avoid spending too much time on trivial issues. Take breaks from your work to interact with team members and refresh your mind once in a while, as you might find that you return to your work with even more energy after short breaks.
- 
- As an individual, you likely feel responsible for keeping any promises you make. Your tendency to fulfill your responsibilities and keep your word likely encourages you to fulfill your work-related duties on or ahead of time.
  - Be mindful that your sense of responsibility could lead you to take on too much and leave you no time for yourself and your other duties. Take a step back from your work from time-to-time and look for opportunities to delegate to others, which will allow others a chance to step up, learn, and demonstrate their capability. Make a habit of looking over your roster of tasks to determine which items would benefit most from your effort and productivity.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your pattern of responses suggests that you tend to be a reserved person who prefers to avoid the spotlight. As such, you may be less likely to take business risks, especially if you believe that taking a risk will cast unwanted attention in your direction.
  - Remember that opting for the safe and convenient choice over an ambitious or visionary one is not as likely to inspire staff. Try voicing your thoughts and ideas more often and demonstrate to your peers that you can be comfortable with taking a chance on sound, calculated risks.
- 
- Your results indicate that you like to make careful plans and may avoid ambiguity. You may prefer to make decisions based on definite knowledge. As such, you may be unwilling to take calculated risks in situations where you are uncertain of the outcome.
  - Cultivate a tolerance for uncertainty when it is not possible to follow a detailed schedule and to have all of your questions answered. For example, it may be challenging to accurately predict an operating budget. There are times when you will have to do your best to make educated estimates, trust your judgment, and let the rest fall into place.
- 
- Your results indicate that you are motivated to follow rules, and that you may rely on stated rules for direction. As such, your tendency to follow procedures may limit the amount of calculated risk you take in your work.
  - Understand that risks may involve decisions or behaviors for which there are no corresponding rules. With practice, you can learn to follow your best judgment rather than looking for guidance in existing rules. In lieu of experience, try to read about the risks, successes, and failures others in your industry have faced. Consider the experience of others as a rough guide for how you can take sound risks in your role.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest that you are precise and exacting by nature. You prefer to make and follow a detailed schedule. These qualities make it likely that you attend to detail and develop a comprehensive approach to problems.
  - Be mindful not to allow the pursuit of perfection to slow down progress on projects that do not require such a thorough approach. Allow yourself to sometimes accept a less structured plan by delegating tasks to your staff members and giving them independence to see it through from start to finish.
- 
- You have a natural tendency to keep your surroundings neat and tidy. Your systematic nature when it comes to your possessions can also benefit you when it comes to attending to detail and complexity in your work.
  - It is important to be mindful of the constraints you are working under. Be aware that being too focused on tidiness can delay your work and prevent you from meeting milestones. When you begin a new task, use your organization skills to organize any files or information you will need to complete your project. After that, try to proceed with the structure you've outlined for yourself. Spending too much time on the details of arranging your work can prevent you from actually completing it in a productive and thoughtful way.
- 
- According to your results, you can be relied upon to meet obligations and tend to readily take on responsibilities. This steadiness and constancy can contribute to your ability to approach work in a thorough manner.
  - Be mindful not to let the time and attention required to be thorough draw these resources from other priorities. When under the sway of obligations, one can sometimes lose themselves in the minutiae of a task and lose sight of other tasks that require attention. Give yourself a set block of time to focus on a project, then take a break. This can help you clear your head and avoid bogging you down in more detail than needed to complete your work well.



## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest you can be quiet and reserved and do not enjoy receiving attention from others. People may conclude that you are not merely shy, but lacking in self-esteem.
- Although modesty can be an admirable trait among leaders, when in excess others may question your leadership abilities if you don't appear confident in yourself. Try to work on graciously accepting positive attention and take credit for your accomplishments.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Many people who strive for high-level executive positions are outgoing, people-oriented, and like to be noticed. This may not be characteristic of you; in fact, your results indicate that you prefer to avoid the attention of others. In order to grow and develop into new leadership roles, you must be able to exert influence over others.
  - Make an effort to step out of the shadows. Initiating conversation by asking thoughtful questions can be a great place to start. As you become more comfortable, consider how you can increase your presence in meetings by offering enlightened and engaging comments.
- 
- Your responses suggest that you do not tolerate time delays or hindrances to your progress. Others may attribute this to your ambition and desire to move up in the organization.
  - An extreme intolerance of delays can lead others to become resistant about communicating roadblocks, thereby sacrificing the performance of the team in pursuit of your own professional ambitions. As a leader, when a follower misses a deadline, try to understand the situation before you decide it was unacceptable. Ask yourself, "is this person always late, or can this be attributed to a unique situation?"

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results indicate you are meticulous and prefer to make detailed plans. As a result you are likely to keep accurate and detailed records of your direct reports' performance and provide them with clear personalized feedback.
  - Your tendency to be precise and rigorous can sometimes be overwhelming for direct reports and may be perceived as overly critical. When evaluating and providing feedback for performance, limit discussions to truly important errors or flaws that need to be remediated, and when performance is truly excellent make sure to describe it as such.
- 
- Your results suggest you take a consistent and well-organized approach to work. This likely enables you to effectively monitor and evaluate your direct reports' performance.
  - Because you are so well-organized and systematic you may be discouraged with direct reports who are less methodical than you. Try not to focus on differences in process. The most important thing is that your direct reports are producing consistently strong results.
- 
- Your results suggest you are disinterested in helping others. This means you are unlikely to be enthusiastic about monitoring the work of your direct reports. You may find it difficult to take time to recognize others' achievements, offer valuable feedback, or provide encouragement to struggling followers because you may be more concerned with completing your own work first. Remember, the success of you and your team relies heavily on your ability to motivate them, while also assisting them in improving their quality of work.
  - You can take small steps to begin monitoring the work of your employees: schedule regular check ins on the progress of individual employees; acknowledge when someone has done a good job; and have a constructive discussion around areas where employees are struggling. Providing personalized feedback to each direct report shows them that you are not only paying attention to their efforts, but that you will work together to improve their work and develop their skills.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results indicate that you may be intolerant of delay and of waiting for information. This impatience may make it difficult for you to overlook your initial biases to make well-informed, unbiased decisions.
  - Although making quick decisions are an important part of a leader's role, remember that being too hasty can cause you to make incorrect conclusions. If this happens a few times, others will perceive a pattern of biases and lose faith in your judgment. When faced with a situation or a decision to make, especially one that draws strong emotions, resist the urge to react immediately. Take time to speak to others, collect more information, and gather the background needed to make an informed response.
- 
- Your results indicate that you tend to entertain only those opinions that are consistent with your own and tend to disfavor people from different backgrounds. You may be tempted to disregard beliefs that are different from your own. These tendencies can impair your ability remain impartial.
  - Try learning something new by reading opposing arguments on a topic for which you hold a strong opinion. At work, ask for coworkers to submit ideas anonymously and evaluate ideas based on usefulness, effectiveness, and plausibility. This will help you practice to evaluate ideas without connecting the information with any specific person or agenda.
- 
- Your results indicate that you tend to value honesty and truth. Your dedication to remaining ethical and trustworthy likely drives you to seek out information to ensure you are making a fair, unbiased decision.
  - Remember that the truth is complicated, especially in interpersonal situations. Trying to find a solution to problems that fall in a moral grey area may cause you to delay, allowing problems to grow. When decisions that use your judgment are required, reflect on the information you have available. Think through the implications of your decision, including how it will impact those involved. Use your strong moral compass to help you come to a decision.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest you are willing to work long hours and tend to be committed to tackling difficult tasks. Your perseverance and patience sets an example for your direct reports to do the same. Employees may perceive your determination as genuine interest in the work which you are involved with, and this may inspire your direct reports to take interest in completing their work as well.
  - Just remember not to take on more than you can handle, and to ask for help when you need it. Also, taking breaks and not working overtime more than you need to is necessary to avoid burnout.
- 
- In general, you appear to prioritize your own needs over others and are relatively indifferent towards helping others. These qualities make it unlikely that you will be eager to take charge of challenging situations that do not directly benefit yourself.
  - Stepping forward and taking on additional tasks without being asked to do so can demonstrate your level of responsibility and commitment to your team. Doing so can also inspire similar behavior in your direct reports. You can start by identifying those tasks that tend to get missed frequently or pushed aside for other issues. Tackling one of such types of tasks is likely to be appreciated by your coworkers.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

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

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- You may not be inclined to sympathize with others or readily offer a helping hand to your direct reports. As a result, you may not be motivated to try to identify with their needs and defend their interests as spokesperson for the organization.
- Make a special effort to provide encouragement and support when following up with others. Keep yourself informed about workplace affairs and staff members' feelings in order to gain insight that will help you act as spokesperson for the team. Keep in mind, an improvement in the work situation of your team will translate into improvements in your own work environment.

- You tend to be a shy, quiet, and self-conscious individual, and may find it difficult to promote the interests of your unit. Leaders who dislike attracting the attention of others may be unable to serve as a spokesperson for their direct reports, especially when their interests need defending.
- Remember that your direct reports rely on your ability to convey their needs in order to be successful. You can speak up about the needs and achievements of those in your unit without being aggressive or boastful. It may help you to set yourself regular reminders to update higher-ups or administration about the progress in your unit. This will help you to get in the habit of speaking about your direct reports. Over time, you may find it easier to bring up pressing concerns as they arise.

- You appear to approach others in a rather candid manner and seem relatively unconcerned with the effect of your behavior on others. These tendencies may cause your direct reports to feel that you are unsympathetic to their needs, thereby inhibiting your ability to sufficiently promote and defend the interests of your team.
- To effectively serve as a spokesperson for your unit, it is important to identify the impact your actions have on others and to learn how to persuade others in a tactful, compelling manner. To practice your ability to persuade others, try simulating a debate where you are forced to take the opinion that differs from how you feel. Doing so will force you to view the situation from another's perspective and rely on well thought-out arguments rather than blunt opinion.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results indicate that you tend to be a trustworthy individual who values honesty. Others are likely to view you as an inspirational example to model their own behavior after due to your strong moral convictions.
  - Although these qualities can stimulate similar behavior among your direct reports, it is important to also maintain realistic expectations of others. Try to avoid reprimanding others who may fail to live up to your high moral standards. Inspiring others means supporting them when they falter.
- 
- You tend to approach interactions others in a direct, straightforward manner. This quality may hinder your ability to set an inspirational example for direct reports to follow as you lack the tendency to use persuasive techniques to motivate and convince others. Your bluntness can sometimes be off-putting and give people the impression that you are unconcerned with their needs, feelings, and how your behavior impacts them.
  - Try to recognize when a situation requires more finesse, and consider influencing others through your own positive behaviors rather than frankly telling them what they should or should not do.



## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

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

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest you tend to be persistent and don't give up quickly on difficult problems. When recruiting and selecting employees these qualities are likely to improve the quality of your hires because you are able to stay focused on finding the best candidates.
  - There may be times when your persistence can be detrimental. For example, if you are having trouble finding the right candidate it may take you longer than others to accept that a given strategy isn't working. Try to recognize when your energy is being misdirected so that you can make the most of your considerable stamina.
- 
- Generally, you do not make a special effort to nurture and support your staff. You tend to expect others to deal with issues on their own and are reluctant to offer guidance or a helping hand. While your approach may encourage independence, keep in mind that others may perceive your style as indifferent or unsympathetic, which can detract from your ability to form connections with both existing staff and potential recruits.
  - Try to make an effort to provide direct reports with encouragement and assistance. The quality of an employee's relationship with his or her supervisor plays an important role in employee retention.
- 
- Your results suggest you can be impatient, particularly towards things that slow down your desired progress. Hiring is one situation where greater patience is both beneficial and necessary, as it can be a slow, drawn-out process where time is generally spent considering candidates who are not suited to the role. Bad hiring decision can have costly ripple effects in your organization, and take even more time to remediate in the long run.
  - For these reasons, try to be tolerant of the time it takes to screen and interview job applicants. A combination of proper screening, personality assessment, and structured interviews has been shown to result in the best hiring decisions and can reduce employee turnover.
- 
- Your results suggest you may have a tendency to relate most strongly to people who are similar to you and to reject opinions that differ. In a hiring context, this can lead to the selection of candidates based on personal similarity, rather than qualifications. This can limit an organization's talent pool and stifle diversity.
  - Instead, try to assess candidates based on their experience and qualifications. Someone who offers an opinion that is different from your own should be seen as a source of information and potential innovation rather than a threat.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your responses indicate that you tend to be blunt and could use more finesse when interacting with others. Leaders who are not prone to persuading others may find it challenging to "sell" a role or organization, which reduces one's ability to attract and retain talent.
- If you have a tendency to lack polish and savviness in your interactions, you might benefit from analyzing your style to recognize and understand aspects that may not be effective when trying to persuade others. Look for opportunities to soften and rework your comments in ways that enhance the appeal of your message while acknowledging the other person's needs and interests.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your responses indicate that you tend to avoid the spotlight and may feel uncomfortable when attention is focused on you. Under these conditions, you tend to be somewhat restrained in words and actions, which may inhibit your ability to persuasively sell ideas to others.
  - Remember that an effective leader is able to motivate others to adopt certain behaviors or new techniques. Although you may prefer to avoid giving formal presentations, consider using informal conversations, meetings, and casual office drop-ins as opportunities to explain your ideas or products, or motivate behavior change.
- 
- You are prone to transparency unmoderated by nuance and tact. Your tendency to be unaware of fine social distinctions may interfere with your ability to skillfully sell others on your ideas and perspectives.
  - You might find it helpful to focus on learning to read between the lines of what people say, not only to better understand how they really think and feel, but also to understand the sorts of devices and tactics people use to soften comments, avoid making others uncomfortable, make others feel better, and match the tone of a group.
- 
- You appear to be someone who speaks bluntly, without tending to use a softer, persuasive style to influence people. You may not always be shrewd and subtle enough in your interactions with others to sell them on your ideas.
  - Certain approaches resonate better with some people than others, so keep in mind that you may have to tailor your approach to suit different interpersonal styles. This can be achieved by paying specific attention to those pieces of information that pique your audience's interests and then using this information to create a convincing sales pitch that is well-suited to that audience.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your responses indicate you may not be naturally inclined to provide sympathy and help to others. As a result people may view you as uncaring and avoid approaching you with their concerns.
  - By demonstrating support for the needs of others you will foster goodwill in your coworkers and direct reports. You can work towards being perceived as more approachable by developing active listening skills. In your next meeting, try to spend more time listening than speaking. Ask people clarifying questions to show you are listening and want to understand their perspective. Consideration towards coworkers doesn't need to come at the cost of performance.
- 
- Your results suggest you do not seek out the company of others and may keep people at arm's length. Because of this, others may assume that you don't care about their concerns.
  - If your direct reports feel that you care about their well-being, this can positively affect attitudes in the workplace. Make an effort to express concern for the needs and interests of your direct reports by scheduling monthly meetings to get up to date on issues affecting their work life and progress on projects.
- 
- Your responses indicate you don't like to be slowed down by project delays. As a result, you tend to stay on task and meet your deadlines. However you may neglect to take the time to understand others' needs and concerns, and others may perceive you as uncaring.
  - When you encounter set-backs at work, give your direct reports a chance to explain their situation in one-on-one meetings and see if you can offer your assistance.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results indicate that you likely prefer to focus on practical concerns rather than spending time trying to understand the "inner workings" of a problem. This may negatively affect your ability to analyze, dissect, and reason your way through problems. It could also limit your ability to motivate staff to go beyond more obvious information and maintain interest about complex issues.
  - If you can learn to challenge yourself to be more inquisitive and critical, you could gain a better understanding of certain complex problems and improve your reasoning skills.
- 
- Your apparent sense of curiosity and desire to learn likely encourages you to discover what makes things work. This tendency allows you to synthesize and dissect the relevant information in order to get to the heart of the problem.
  - Staff may appreciate that you gather the necessary background information and take it upon yourself to understand complex issues. However, be careful not to get distracted by purely intellectual challenges, or spend too much time looking for a perfect solution. You may run the risk of overlooking a more grounded and obvious answer. Make sure to maintain a balance between the time you invest in a problem and the practical solutions that you generate.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest you may be accepting of flaws and mistakes, placing a higher value on speed over accuracy.
  - Next time you are in charge of a large project, try creating a visual timeline to help you stay focused. Schedule meetings to communicate with direct reports and keep up-to-date on the progress of your team. Remember, major projects may take several steps to complete and often require frequent monitoring.
- 
- You may not consistently set ambitious goals for yourself or complete work to the highest possible standard. As a result, you may not be setting the best example in terms of encouraging staff to strive for excellence. Even if you hold others accountable to a different standard than yourself, your actions speak volumes about the expectations in the workplace, and your behavior sets the standard for others.
  - If you are lacking the motivation to excel, consider possible contributing factors; are you dissatisfied with certain aspects of your work? Make an effort to identify these factors and address them. Team members are more likely to internalize and demonstrate a strong work ethic when they see this type of behavior demonstrated by managers and leaders.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your pattern of responses suggests that you may often avoid socializing with others at work. You may not typically be motivated to develop a strong social network and may be viewed as aloof or detached. This could negatively affect your work relationships.
  - Remember that a great deal of important information can be shared informally during spontaneous discussions. If socializing with others is uncomfortable for you, start small. Reserve a little extra time to hang around after meetings to chat with your coworkers. Attend company-run holiday parties, dinners, or social events. As you begin to put effort into getting to know those around you, your social and business networks will expand.
- 
- Your results indicate that you tend to be reserved and uncomfortable in the spotlight. This might inhibit your willingness to approach coworkers, speak with them comfortably and openly, and relate to them in an outgoing, friendly, and personable manner.
  - Be careful not to give your direct reports the impression that your reticence reflects unfriendliness or a lack of interest in spending time with them. Productive working relationships require communication and an expression of interest in other people. By showing interest in their work or praising their efforts and successes, you can help them feel appreciated and recognized for their contributions.
- 
- You may not place an emphasis on helping others. This may create the perception that you are insensitive or unsympathetic. Over time, such tendencies can damage interpersonal relationships with coworkers who may be counting on you for guidance and support.
  - Don't always expect people to figure things out for themselves. Consider developing your skills as a coach and mentor. This may involve setting goals with your staff to help them grow their skills, scheduling regular meetings to review their progress, or supporting them in stretch assignments. Effective leaders must know how to nurture and support the growth of their staff.
- 
- In general, you appear to be accommodating, easy to get along with, and tend to avoid conflict. As a result, you likely find it relatively easy to build and maintain meaningful interpersonal relationships with coworkers. This tendency means that others are likely to perceive you as approachable and friendly.
  - Be aware that your desire to be considerate and avoid friction may, at times, impact your ability to be honest and straightforward with others. Remember that establishing trust is often part of establishing meaningful relationships. As such, it is important to not only be friendly and personable with others, but to also respectfully offer your honest opinion when necessary.



## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- You may be somewhat unaware of the effects of your behavior on others. In fact, you may occasionally speak without considering the impact of your words. These qualities may affect your ability to foster productive relationships.
- In order to form relationships built on trust and mutual respect, try to make an effort to understand your coworkers by taking note of their body language and carefully attending to their words and actions. If you have trouble picking up on subtle cues, don't be afraid to simply ask. With time, you may be better equipped to pick up on others' moods, and in turn, maintain positive, productive working relationships.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- You tend to keep others at arm's length, which might make you less inclined to actively consult with your direct reports. In turn, they may not feel welcome to approach you with ideas and suggestions, and you could risk losing touch with them.
  - Remember that your most important assets are the people who contribute to team objectives. Try to get involved in the business of developing relationships – listen to others' suggestions and show that you take them seriously by taking immediate action, when possible, to address their concerns. Your staff will be more satisfied and productive if they feel they have a voice and that their needs are being met.
- 
- You might tend to be more focused on project results than on listening to the concerns of your direct reports. Although consulting with your direct reports may seem unnecessary at times, you are likely to find that by doing so your team will be able to work together more effectively and your direct reports will be more engaged with their work.
  - Try to schedule feedback sessions with your direct reports. In addition to gaining their input, you will find that direct reports are better able to understand the needs of you and the organization, improving the quality and accuracy of their feedback on future projects.
- 
- You are self-assured and tend to confront problems alone. As a result you might not involve your direct reports when making decisions. This may discourage direct reports from regularly providing you with suggestions, and as a result you may be losing valuable information that can push projects forward.
  - When a new project is assigned to your unit, take the time in the planning phase to elicit feedback and suggestions from your direct reports. They will appreciate the opportunity, and you may gain some valuable insights into how to best approach the task.
- 
- You may feel pressure to get things done quickly and be intolerant of time delays. This means you are unlikely to solicit input from direct reports because you feel it slows down progress. However, by involving direct reports you not only benefit from having greater information, you also have access to their time and efforts.
  - When under time pressures, try delegating some of your tasks to competent employees. It will give them a chance to use their skills while also reducing your work burden during stressful times. Just remember to leave some time to review their work before it is finalized.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- You tend to be open to compromise and receptive to the opinions of others. This tendency should facilitate direct report involvement since your team likely feels you welcome their suggestions and input.
- Be aware that there may be times when you will need to show a strong reaction in order to get your staff to critically evaluate their own ideas and submissions. A willingness to challenge your direct reports and prompt them to think through the logic and possible outcomes will show that you take their suggestions and contributions seriously.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- By nature you like to make fast progress towards your goals, and you might have a low tolerance for things that slow you down. This could mean that you pass over new ideas and approaches.
  - Keep in mind that slowing down to consider new possibilities can save time in the long run. When others suggest something new, try to take a few minutes to consider whether it might be useful instead of immediately dismissing it or glossing over the details.
- 
- Your results indicate that you are self-assured and comfortable working on problems independently. While this is beneficial when tried-and-true methods are sufficient, this could be detrimental when new methods are needed.
  - Consider regularly asking for input from your staff so that you can benefit from new methods and ideas, and so your staff feel comfortable approaching you when they come up with new ideas.
- 
- Your results suggest that you are cooperative and friendly by nature. Your amiable disposition likely makes it easier for your staff to approach you with new and innovative ideas and suggestions which can greatly benefit the organization.
  - Your tendency to avoid conflict may result in you becoming overly concerned with maintaining a harmonious work environment. However, there are times when you need to critically evaluate your staff's suggestions and possibly reject them. While it is important to remain open to new ideas, it is also important to fairly appraise their merit to ensure that you and your team are producing good quality work. Take time to critically review the work of your team and provide feedback where appropriate.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your pattern of responses suggests that you may not be sympathetic to the concerns of others and as such, may not be inclined to listen carefully when they discuss their needs, concerns, questions, and viewpoints.
- If you find that you do not typically identify with the needs of others, you may be perceived as uncaring. To avoid this, try to actively support others' development by listening to their concerns. Ask probing questions to demonstrate that you understand and are concerned about the issues facing your team.

- Your responses suggest that you tend to be impatient when facing obstacles that get in the way of your progress toward goals. Because of this, you may not be willing to take the time to listen to others' questions, concerns, and viewpoints.
- If you are unwilling to listen to others, this may lead to problems down the road such as misunderstandings and conflicts that can slow your progress significantly. If you find that your progress is slowed by too many interruptions, try asking your direct reports to send you an email to minimize disruptions and allow you to address their problems in your own time.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results indicate you may not feel compelled to get involved when others are experiencing difficulties. As a result, you may not be effective at managing conflicts because you expect your direct reports to work through the issues themselves.
  - As a leader, it is your responsibility to support development, which might mean making a sustained effort to understand and resolve conflicts within your team. Next time a team member approaches you for support in dealing with an issue, listen carefully and help get to the heart of the issue or see the bigger picture. Treat it as an opportunity to problem solve.
- 
- You tend to be intolerant of time delays. As a result, you might not have the patience to appropriately handle conflicts that arise if they interfere with progress.
  - Keep in mind that if you disengage or do not take the time to resolve small conflicts within an appropriate timeframe, the issues may escalate and create further delays. If a conflict arises, try to handle it head on, Plan a meeting with the parties involved to discuss the best way forward. It is more efficient to tackle these issues before they grow, and your team will appreciate the guidance.
- 
- You appear to have a straightforward style and may find it difficult to anticipate others' words and actions. However, resolving conflicts requires a willingness to understand each party's respective point of view and the social skills to find alignment between viewpoints. This may not come easily to you.
  - Practice putting yourself in a different frame of mind when dealing with conflict. Try to think about the other person's perspective and what might have shaped their point of view. Attending to subtle cues and signals may help you determine whether a situation is escalating and when it may be necessary to steer the discussion away from the emotional and back toward logic and facts.
- 
- Your forthright style of speaking may at times seem tactless and insensitive to others. This lack of finesse may make it challenging for you to persuade others to your way of thinking. An inability to influence others can impede your ability to resolve conflicts, as you may struggle to get each party to buy into your suggestions and observations.
  - If you tend to lack polish in your interactions, you might benefit from reflecting on your style to recognize and understand aspects that may not be effective when trying to persuade others. Look for ways to soften and rework your comments in ways that enhance the appeal of your message while acknowledging each party's perspectives, needs, and interests.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- You may have a tendency to adopt a reserved and somewhat reticent interpersonal style, which may sometimes prevent you from expressing innovative ideas and actively promoting creativity in the workplace.
  - If you tend to withhold your opinions and ideas, staff are unlikely to get a sense of your contributions and unique strengths. It will also make it difficult for them to understand what you're looking for in their work. Instead of worrying about receiving criticism or overpowering others, consider how not proactively sharing your ideas may be stifling your growth and development or inadvertently discouraging others from voicing their opinions.
- 
- You tend to be a logical and practical thinker. These characteristics may stifle the innovation and originality necessary to generate creative solutions to problems.
  - New approaches can inspire staff and cultivate a work environment that encourages resourcefulness and ingenuity. When brainstorming, give yourself permission to think "outside the box." Be particularly careful not to censor ideas prematurely – many creative ideas are only loosely defined at first. With effort, some of these ideas can result in innovative and ground-breaking new initiatives.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- People who may not actively seek out connections with others, like yourself, could have some difficulty collaborating with team members. Your preference for working alone may prevent you from promoting a productive team-based environment. Although you may not naturally seek out friendships and affiliations with coworkers, it is important that you get along with other members of your team to build trust, enhance communication, and a sense of shared goals.
  - When a new team or work group is formed, plan a social activity to break the ice. This will allow team members to get to know one another, and give you the chance to observe how they interact and whether their personalities will be compatible in a team setting. This may help you define and shape team roles.
- 
- Your results suggest that, at times, you can be unresponsive to the needs of others. This may interfere with your ability to identify with direct reports and coworkers and may affect your ability to work in a supportive and collaborative team-based environment. A team can only progress and improve if each team member is committed to ensuring that everyone is on the same page. This often involves assisting team members who may have fallen behind.
  - Remember that you will not get ahead without the rest of the team. Take the time to assist teammates who may be having trouble – this will allow you to form connections that will encourage others to go above and beyond what is required.
- 
- You may not look to others for feedback and you might sometimes come across as distant or aloof. This type of interpersonal style may not be conducive to identifying with others and working effectively as part of a team. Team success is often measured not only by the end product, but also by the interpersonal climate within the team. In today's competitive business environment, collaborative and cooperative teams can have a competitive edge.
  - Learn to trust other team members. Each person will have different talents and areas of expertise, and your willingness to rely on others can help you identify with teammates and contribute meaningfully to the group.
- 
- Teams are often composed of persons with varied perspectives. Your results suggest you prefer working with colleagues who share similar viewpoints and backgrounds and may not be open to considering differing or dissenting opinions. In a team, these tendencies may inhibit others' cooperation and identification with the group because team members with different opinions will not be heard.
  - It's important to be mindful that direct reports with different backgrounds and opinions can offer invaluable input and ultimately improve your own performance. Next time you encounter a point of view that does not agree with your own, try to consider it from a logical point of view before dismissing it for emotional reasons.



## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest you are accommodating and amicable when working with others, and are easy to get along with. In general, these qualities promote harmony in team environments by making others feel comfortable and by minimizing divisions within the team.
- You may tend to allow your desire to avoid conflict prevent you from addressing problematic issues. This may lead to a seeming appearance of team harmony on the outside, but inside there could be discontent and dissatisfaction that has the potential to threaten the team's sense of identification and mutual purpose. Sometimes, difficult conversations are necessary to gain closure and common understanding so the team can move forward. Consider what conflicts you might currently be avoiding and the impact they are having on your team's performance. Make a commitment to addresses these conflicts one at a time, starting with the situation you feel most comfortable with.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- It appears that you may not typically have the urge to meet new people or go out of your way to make friends with your coworkers. As such, you may not go to great lengths to be warm and engaging when meeting business contacts for the first time. Remember that a positive first impression is important for both you personally and as a representative of your organization.
  - When meeting others, make an effort to be friendly, make eye contact, learn the person's name and establish a basis for conversation. Although small talk may seem awkward or a waste of time, it does put others at ease and provides the foundation for more serious discussions later on.
- 
- You tend to avoid the attention of others and may be reserved and reticent when meeting new people. This can make it difficult to convey a good first impression.
  - For leadership and other highly public positions, making a good impression is an important skill that helps you build credibility for yourself and your organization. When meeting others for the first time, make an effort to step out of the shadows and carry your share of the conversation. It is difficult to create a positive first impression if you consistently hold back and don't say anything.
- 
- Your pattern of responses suggests that you may have a frank, direct interpersonal style. There may be times when you are not sensitive to the effect that your comments and behavior have on others, which could interfere with your ability to create a positive first impression with business associates. Although a direct or blunt style can be refreshing at times, it can also provoke defensiveness from direct reports and discomfort in new acquaintances.
  - Bear in mind that many people are very sensitive to what they perceive as criticism, rejection, or insult, even though that may have not been the intention. You can be just as honest and still create a good first impression by using polished and professional language.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your responses suggest that you may lack a certain subtle quality to your interactions with others and may have a tendency to confront issues head on in order to get them out in the open. You might sometimes come across as blunt, especially to individuals who may be sensitive to criticism or confrontation. This communication style may not lend itself well to effectively dealing with others' political agendas.
  - Try to pay attention to the unspoken rules and norms in your organization by observing your coworkers' behavior, especially if you have a coworker who is particularly charming. It may be difficult for you to be discreet in your interactions with others, but you can learn more subtle communication by modeling the behavior of those who have mastered the skill.
- 
- You prefer to speak frankly rather than selecting your words in an attempt to sway others. Because you do not tend to adapt your approach to your audience, you may find it challenging to size up people and situations in a way that enables you to effectively navigate organizational politics. Being able to accurately gauge others is a valuable form of information. This can tell you what the other person is feeling, thinking, and on a broader level help you to read the mood and tone of a group. An awareness of nuance can help a person recognize times when tact and diplomacy might be necessary.
  - As a starting point, try to pay more careful attention to others, including seeing if you can read between the lines of what they are actually saying, observing their non-verbal cues, getting confirmation from others about their interpretation. Complement this with trying to soften your speech by being less blunt.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest you tend to keep to yourself and don't make efforts to create and maintain relationships with others. As a consequence you may not interact with clients on a level that allows you to develop strong working relationships with them. Strong working relationships promote longevity in partnerships. In addition, by not interacting more fully with clients, you miss opportunities to better understand their needs and concerns.
  - It might be beneficial to make an effort to get to know your clients better and to remain open to conversations. Ask about your clients about their interests outside of work and keep a note of their answers. Clients who feel you genuinely care will often trust you more. In addition, this added knowledge may help you to deliver more customized services.
- 
- Your results suggest you may view your clients as self-sufficient and be disinclined to provide extra assistance to them. As a result you may unintentionally fail to meet the expectations of your clients. In order to take a service-oriented approach, it is necessary to nurture client relationships through regular interactions and communications where you can learn more about their needs and concerns.
  - Check in with clients to determine how satisfied they are with the current level of service. Ask what areas you could make changes to in order to improve their experience. Clients will often feel better just knowing that you have taken a genuine interest in their needs.
- 
- You tend to be accommodating, which can help you in your interactions with clients. Leaders who are willing to reach a compromise are more able to form positive, productive relationships with their clients.
  - Remember that when you interact with clients, you are acting as a representative of your organization. Be careful not to become so accommodating that your company doesn't benefit from its clients. Always keep the goals of your organization in mind when dealing with clients, balancing friendliness with the interests of your organization. Work with clients to find win-win solutions. Communicate openly and positively when compromise is required if you cannot accommodate all their requests.
- 
- A propensity to be disinterested in helping others means that you are unlikely to excel at developing and maintaining positive and productive relationships with clients/customers. Although you may sometimes feel that addressing the needs of others over your own is not a valuable use of time, ensuring that you meet the expectations of clients is often integral to organizational success.
  - Try taking steps to increase your accountability to clients by identifying past complaints or issues your team has experienced. How was the problem overcome? Was it a concern expressed by only one client or by many? Is the issue resolved or does it continue to cause concern for new clients? By reviewing how your team has overcome challenges in the past you can start to better identify the needs of current clients.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest you are a practical thinker and have a preference for routine and consistency in your work environment. As a result, you may not like to adjust your work style or your routine even when circumstances call for it.
- Try to get more comfortable improvising when tried-and-true methods don't seem to be effective. A first step may be to reflect on some of your current routines. Evaluate what works about the strategy and what does not. For those areas where improvement might be possible, what are one or two things you could do differently? If possible, implement these changes on a trial basis. Reflect on your experience after the fact and consider whether or not it is a change that may be helpful to maintain moving forward.

- Your responses indicate that you frequently let rules guide your behavior. You tend to uphold the rules that others may consider trivial. These tendencies may make it difficult for you to adapt to rapidly changing situations.
- Keep in mind that your judgment can be an important source of guidance when rules are changing or ambiguous. At times, a strict adherence to the rules may not be the most effective means of addressing a problem. If you feel the rules are incompatible with current practices, try to discuss your concerns with upper management.

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

- You may find it difficult to read and respond to social situations, which can make it hard for you to anticipate and react to changing circumstances. You often overlook the nuances in situations and may be unaware of the need to adjust your behavior in order to succeed.
- You can become more flexible in your work by periodically evaluating your methods: Are these methods helping you reach your goals? Is there another method you could use to be more efficient in your work? Even if you find it difficult to notice changing situations, evaluating your work style can help you notice if you are not making the progress you should be, and at that point, you can consider changing your approach in an appropriate way to meet your objectives. Simply be mindful of the choices made around approaching work, giving yourself appropriate time to make decisions around work style.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your pattern of responses indicates that you may be the type of person who prefers not to call attention to yourself. If you tend to be more of a listener than a talker, you may have difficulty making an impact on an audience or creating excitement about an idea or topic. This may be because your preference to avoid attention may cause you to appear ill-at-ease before an audience.
  - If you are somewhat reserved by nature, consider taking a course on public speaking. Increased confidence in your presentation skills may help offset your discomfort with being in the spotlight.
- 
- Your responses suggest that you may not always be accurately trying to read, understand, and control social situations. This might interfere with your ability to anticipate what presentation style or approach will be most effective for a given audience.
  - Ensure that you are speaking at the right level by using industry-specific terminology while clearly defining concepts that may be unfamiliar. Remember to pay attention to the facial expressions and body language of your audience. Don't be afraid to ask if you have questions or require further clarification.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- You prefer to let others solve problems on their own and may not typically demonstrate a supportive, caring, or nurturing leadership style. This means you may be less inclined to praise, coach, and encourage group members to reach their goals. This lack of recognition and support is a missed opportunity to encourage others to be more participative and engaged.
  - Be careful not to appear too detached from your staff. It is important that you take an active role in your direct reports' growth and development. Try to get more involved and provide the necessary guidance, coaching, and support that will help motivate the team to succeed.
- 
- Your results suggest you tend to be impatient and place a high level of importance on deadlines. As a result you may not feel you have the time to provide your direct reports with encouragement, recognition, and coaching. Instead you may focus only on impediments to progress. This can lead to frustration and eventual disengagement in your team.
  - By providing positive feedback, recognition, and encouragement to your staff you will increase their motivation to work hard and meet deadlines.
- 
- Your results indicate you are often frank and sometimes curt, which can make it difficult for you to motivate others. Your direct nature can sometimes be seen as tactless, which is likely to dampen any intended encouragement or recognition you offer to direct reports.
  - Motivating others often requires the delivery of constructive criticism. Offering such advice needs to be done in a supportive, compelling manner so that the information is heard, appreciated, and acted upon rather than disregarded.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

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



## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- You may prefer routine, structured activities and tend to focus more of your time on day-to-day tasks than on considering the future direction of the organization. Although you may prefer tasks with tangible and practical outcomes, the ability to provide team members with a compelling vision is a talent that requires patience and creativity.
  - Remember that daily tasks and responsibilities will seem meaningless if direct reports do not have the ultimate purpose in mind. Explore your creative ideas in order to develop a vision that will motivate and energize your staff.
- 
- Your results suggest you may be opinionated and intolerant of ideas that differ from your own. This can interfere with your ability to see the "big picture" of your organization and the industry in which it operates, especially when it requires seeing things from a perspective different from your own.
  - Practice entertaining alternative perspectives within your unit. Seek the input of your employees, and pay special attention to ideas that you may disagree with. Look for merit in all ideas that are suggested before refuting them. Doing so may help you to consider and incorporate diverse opinions, such that your decisions are based on multiple sources of information and are less influenced by bias – a key leadership quality.
- 
- You are prone to bluntness in your interactions, unmoderated by tact or subtlety. As such, you may not display the dramatic and charismatic interpersonal style that would help in presenting colleagues with a compelling and engaging organizational vision.
  - You might want to modify your unpolished, low-key style to suit the demands of the situation. Sometimes, a persuasive or compelling pitch can be more effective than being direct and frank with new information, especially when you are attempting to "sell" your direct reports on a new vision for the organization. There are advantages to your frank approach, but it needs to be balanced with a willingness to take the spotlight and engage others once in a while.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest you can be intolerant of time delays. As a result you may feel that you don't have time to train team members to complete a task properly, and you may resist delegating to your team members.
  - When you struggle to delegate, try to take a moment to ask yourself: Is this an effective strategy? Often the answer is "yes, for now", but in the long-term delegation generally leads to the more timely completion of projects because it reduces bottlenecks. As a first step, try to classify your tasks into two types: those that can only be done by you and those that could be done by someone else. For the latter tasks, begin by delegating those with the least urgency. This can help to get you comfortable with the process of delegation, so that over time you are able to delegate under more restrictive timelines.
- 
- Your results indicate that you tend to take on a great deal of work yourself. You are unlikely to trust others with important tasks and therefore may not delegate work to your direct reports. However, failing to do so will likely lead you to overburden yourself with tasks. Remember, an essential component of leadership is having confidence in your team.
  - If it is difficult for you to trust others with important tasks, start by delegating lower priority items and schedule regular check-in meetings so you can track progress. As you become more comfortable with your team's skills, increase the scope of their responsibilities and decrease the frequency of check ins.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- A tendency to prefer routine and dislike change may lead you to refrain from embracing new learning opportunities. This inclination to favor the familiar can lead to a reluctance to pursue personal development goals that could enhance your performance and potential.
  - It is important to recognize that in order to stay current and competitive both as an individual and as an organization, it is crucial to stay informed of changing trends within your industry. By embracing new experiences, you will be able to leverage your insights in other areas of work. You can start small by committing to participating in one webinar a month on a topic you are unfamiliar with.
- 
- Your results indicate you may not be very interested or curious about different topics, especially if they seem overly intellectual or academic. As a result you may not seek to move beyond your established areas of knowledge in the workplace. However it is important to engage in continuous learning and be ready to shift to new areas. Knowledge contributes to performance.
  - Look out for opportunities to learn new skills and try to pursue them. A great place to start is by protecting time each day (or week) to read popular news publications or blogs to stay informed on important trends in your industry.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results indicate you have a propensity to be a conventional thinker with a preference for familiarity and routine. A strategic mindset requires being open to possibilities. This absence of an ingenious bent may undermine your ability to visualize and align goals with the long range direction for the organization.
  - Though you may not be prone to creative and innovative thinking, you can make an effort to be more open-minded to inventive ideas, and you have the capacity to seek out new ideas and surround yourself with people who are original thinkers. These resources are valuable to identifying and executing goals for the long-range direction of your unit and organization.
- 
- Your results suggest that making and following detailed plans are a typical part of your work tendencies. A bent toward structure, discipline, and preparation may boost your ability to articulate a long-range strategic plan and its component goals.
  - Be aware that what works for short-term planning does not always translate into long-range, strategic planning. Don't let yourself get too caught up in small details and lose track of the larger picture. You have to operate with an eye to the future, be adaptable, and have contingencies, because a lot can change over a lengthy time span.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results suggest you prefer everyday topics to more abstract ones, and when you encounter challenging topics you may not be motivated to learn more about them. This can interfere with your ability to develop a deep understanding of the business operations and market trends that influence your organization.
  - Consider devoting some time to reading publications relevant to your organization so that you can build your knowledge and understanding of your industry. Doing so may enhance your decision-making capabilities and business acumen.
- 
- Your results suggest you have well-defined interests and may not be motivated to move beyond them. As a result you may not be compelled to learn about your organization's competition or what market trends may affect your organization. It is important to stay in-tune with these areas so that your business decisions are well-informed.
  - If you find it difficult to keep yourself up-to-date on your own (by reading newspapers, magazines, and blogs), consider holding meetings with a coworker who is similarly interested in these topics so that you can help each other stay informed.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your responses indicate that you have little patience. As such, you may find coaching and developing others trying on your patience. You may be unwilling to accept the mistakes and failures that are inevitable when employees attempt to learn and develop new skills. Be mindful of the fact that failures and mistakes are not delays, but rather an expected part of coaching. A mentor's role is to provide patient, understanding guidance to employees.
  - Practice deep breaths if you find yourself getting frustrated during a coaching session. Remember that small mistakes during coaching can prevent large mistakes after the fact. Take each setback for what it is – a learning opportunity.
- 
- Your results suggest you value self-sufficiency and may not be protective of your direct reports. As a result you may expect your direct reports to take charge of their development and career goals without your intervention. However, it is important that you provide your direct reports with opportunities for growth through their work assignments as well as regular developmental discussions and feedback.
  - Ask your direct reports about their goals and what they believe their strengths and weaknesses are. Once you have a better understanding of their perspective, provide them with constructive feedback and action steps to help them make improvements.

## DEFINITION

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

## FEEDBACK

### ■ Relationship and Implications

### ● Guidance

- Your results indicate that you are rather shy. You are often unwilling to draw attention to yourself, even when you succeed at work. As such, you tend to be uncomfortable interacting with others, including upper management. Effective leaders are often able to communicate their direct reports' concerns to upper management. As such, this is an important skill to develop.
  - To start, you may find it helpful to prepare some talking points. Write out two or three topics so that you can more confidently interact with upper management. As you become more comfortable you will need less preparation.
- 
- Your results suggest you have a tendency to interact with others in a straightforward fashion, and may lack the adaptability and polish sometimes required when interacting persons in senior leadership positions. This tendency may signal to superiors that you lack the soft skills needed to communicate with senior leaders, which may limit your opportunities in terms of projects/assignments and demonstrating your abilities.
  - When communicating with superiors it is important to balance directness with discretion and diplomacy. Remember to keep the perspectives and goals of others in mind when interacting with upper management.
- 
- Your results suggest you have a tendency to interact with others in a direct and outspoken manner. A propensity to eschew a persuasive and socially astute interactional style may interfere with your ability to navigate effectively among senior management. Without sufficient refinement it may be challenging to get the support and notice of superiors. Senior leaders are less likely to put forward opportunities to persons less known to them in terms of ability and character.
  - In order to bring more finesse to your interactions with senior leadership, apply yourself to analyzing the norms and culture at that level, and understanding how diplomacy, subtlety, and discretion are key tools for discourse at that level.



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