

Date: Nov 22, 2005



Name: Mary Demo
ID: 137274

Leadership Self-Development Full

Introduction

The following report is designed to help guide you in your exploration of whether or not you wish to pursue leadership roles.

Please print a copy of this report for yourself, so that you can have a hard copy for future reference!

As you read this report, you will see descriptions of how your traits compare to others who would have been both successful in leadership roles and found them rewarding. The report is divided into various behavioral areas and within each you will find tips provided to help you develop your skills in that area. If you find that there are several areas where your traits do not particularly match up well with typical leadership traits, it may be an indication that you might find leadership roles to be overly stressful and less rewarding over time. It is your choice to make and this information is provided to assist you in deciding whether or not you feel leadership roles will be rewarding for you.

(Note: This report is completely confidential and is not available to anyone else. Also note that this report represents only one of many different components that make up job performance and satisfaction. It is important to consider other components such as your attitudes, work experience, training, skills, etc.)

Team Orientation

- You typically enjoy competing which can help you stay motivated to succeed
- In many leadership roles, your purpose is to motivate and manage others to be successful; this can be frustrating for you if you in turn are not being recognized for your own efforts and success
- You may find yourself inadvertently competing with your own team members rather than collaborating with them and allowing them to have the spotlight

Tip: Make sure that you have activities outside of work that allow you to compete with others. This will provide an outlet for your competitive nature.

Tip: Recognize that leadership roles demand that you motivate and inspire others rather than taking the spotlight. This may be difficult for you, but it is necessary to create a team atmosphere for your team members.

Decision Making

- You tend to be comfortable making decisions
- Your higher than average comfort level with confrontation may cause you to be more direct with others than they are comfortable with

Tip: Others may not offer their opinions to you for fear of confrontation. Be sure to ask your

team members to share their thoughts in a non-confrontational manner. Remind them that their opinions can be extremely helpful given the fact that they are doing the job each day and have insights that are beneficial.

Tip: Be sure and take the time to get important information rather than making decisions too quickly without key facts.

Feedback and Follow Up

- Compared to other successful leaders, you may have more difficulty planning and attending to details which usually means you may have difficulty following through
- You tend to be more reactive than proactive in your style and may have difficulty keeping track of the details necessary to provide solid feedback to your team

Tip: Your reactive nature will make it difficult to keep up with the many details you need for giving appropriate feedback to employees and following through with projects. It is important that you find a time management system that works for you and that you recognize the critical details that you must capture during the day. Team members and management will be depending on you to keep track of what is going on in order to provide others with feedback.

Tip: Always keep a small pad of paper of some kind with you and write down the details from conversations you have during the day, so that you don't forget them. Later in the day or early in the morning, you can refer to those notes and be more effective with your follow through.

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- Because you tend to be more direct with your communications, some team members may feel that your feedback is confrontational

Tip: Effective feedback generally leaves the other person feeling positive and motivated. Be sure to think about the delivery of feedback so that it can be received as effectively as possible.

Conflict Management

- You tend to be more comfortable than most people with confrontational situations
- You may have a tendency to tell others what to do rather than actually work through the conflict

Tip: Remember that others may not be as comfortable expressing their thoughts particularly if the situation is confrontational. Part of conflict management is helping individuals talk through the situation and come to a compromise or solution. Remember to attempt to get all the parties to communicate and work through the situation in an effective manner.

Motivating Others

- You are moderately extroverted which means that you will generate a moderate level of enthusiasm when motivating others to do their work
- You tend to have a moderate level of initiative when it comes to motivating others

Tip: In those situations when you need to highly motivate your team to respond, you will feel stress. In these cases, prepare ahead of time so that your delivery can be more outwardly enthusiastic and motivational. Give yourself a pep talk first!

Problem Solving

- You tend to prefer to take more time to think through problems
- When learning something new, you tend to prefer a hands on approach that allows for plenty of time to try out solutions

Tip: In many leadership roles, others will look to you to solve problems fast and effectively. As long as the problems you are faced with are ones you've seen before, there should not be a concern. However, when faced with new types of problems that are different and maybe more complex than normal, your desire to take a little extra time to think through them may be frustrating for others who are expecting a quick response. Be sure and be proactive to learn as much as you can about the types of problems that are common in your job, as well as, the types of problems your team members are likely to experience. This will allow you to be better prepared when those problems do come up.

Planning and Organizing

- You tend to have loose time management and organizational skills which may cause you to lose track of important details
- In leadership positions, your reactive nature may make it difficult and stressful to deal with the many details and responsibilities for prioritizing work for yourself and your team

Tip: It will be very important for you to find a time management system that is simple, easy to use and will enable you to keep track of the many details you will have to work with each day.

Tip: Schedule extra time at the beginning and at the end of the day to catch up with detailed paperwork that can get overlooked during the day.

Consistency

- You tend to be moderately consistent when it comes to following rules, HR policies and in checking your work area
- You are also able to be flexible and adapt to situations that require quick change or modification

Tip: Be aware that those situations that require you to be highly structured and consistent for long periods of time will be stressful for you.

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Leadership Identifier Graph

Characteristic	Above Average	Average	Below Average
Solving Problems			●
Making Decisions	●		
Motivating Others		●	
Planning and Time Management			●
Handling Confrontational Situations	●		
Making Presentations		●	
Handling Change		●	
Win-Win Team Approach			●

Solving Problems

A large part of leading others involves the ability to assimilate information, think about how that information affects the big picture or situation and then being able to effectively communicate information and ideas to others in order for them to effectively do something with that information. The speed at which the individual learns new information can dramatically affect not only the ability to understand how different factors affect the big picture, but also in how they ultimately communicate and teach others.

- Mary tends to prefer to deal with more immediate or tactical problem solving versus more strategic type problems

- Mary may take more time thinking through solutions for problems particularly if they are the type of problems they haven't seen before

Question: Describe a time when you were faced with a problem in your job that did not have a solution. What was the problem, and what did you do?

Making Decisions

- Mary typically finds it comfortable to directly question things and make decisions

- Determination and independent nature may cause Mary to make decisions without taking the time to get buy in from others

- It is important to allow plenty of time for Mary to think through things before ultimately

making decisions particularly if they are new types of decisions or issues

Question: Describe a time when you had to work through a committee or group to get something accomplished. What was that like?

Motivating Others

- Mary tends to be moderately cheerful and enthusiastic which can provide some motivation to others
- Generally has a good balance between being viewed as outspoken and cheerful and at the same time not appearing to be insincerely enthusiastic
- Situations or environments where Mary must be highly enthusiastic on a regular basis will be more difficult

Question: Describe a situation in the past when you had to be outspoken and enthusiastic with others around you in order to complete a project. How did you handle it?

Planning and Time Management

- Mary usually prefers to allow things to unfold, reacting to situations as they arise
- Tends to prefer a loose schedule rather than taking the time to plan everything out in advance making it difficult for others to know what is happening
- Generally deals well with multitasking during the day
- Important that Mary take the time to plan their day even though plans may have to change

Question: Describe a time when you had to develop and follow a very detailed plan at work. How long did you have to follow the plan?

Handling Confrontational Situations

- Mary tends to be direct with others making it more comfortable for them to handle confrontational situations
- Could potentially be overly skeptical and questioning of others actually creating a more confrontational atmosphere even when it is not necessary

Question: Tell me about a time when you had to deal with a difficult situation with someone who was very emotional. How did you approach it?

Making Presentations

- Mary is moderately comfortable and enthusiastic with presentations particularly if they are very familiar with the content of the presentation
- Tends to have a balanced approach by being upbeat and outspoken while at the same time listening to others and providing the technical side of things when called for in the presentation

Question: Tell me about a time when you made a presentation to a group of people where you had to be very upbeat and motivational. How did you prepare?

Handling Change

- Mary usually has a good balance between dealing with change and consistently following necessary procedures

Question: Give me an example of a situation when you had to suddenly deal with a lot of changes in your job. What was that like?

Win-Win Team Approach

- Mary tends to be motivated by individual rewards and motivations
- While Mary can function well on a team, it is important that there be individual recognition tied to goals and objectives

Question: Tell me about a time when you were highly motivated to do your job every day and felt that you were rewarded for your efforts. How were you rewarded?

Good Impression (Social Desirability)

- Mary's responses have been frank and open

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Performance Full

Introduction

This report is designed to be used by both an individual alone and/or their direct manager to better understand the individual's core traits as they relate to job specific behaviors. By understanding these behaviors, either the individual alone and/or their manager can better understand how to maximize the individual's performance. This could be relevant for a manager to get to know a new employee faster or for use with current employees to improve performance. The report is broken down into 2 parts:

- * Basic Work Behaviors that can apply to any individual in a job and
- * Leadership Specific Work Behaviors that relate to individuals who are responsible for managing others

Tips will be given for some areas and can be used to improve performance when the particular behavior is important for the job.

Basic Work Behaviors:

Learning New Things

- Mary tends to prefer hands on methods for learning new things
 - May take additional time if the subject matter is complex
- Tip: Hands on experience is generally going to be the best method for Mary to acquire new information and skills
- Tip: When faced with more complex problems, allow Mary additional time and resources to think through the information

Taking Direction From Others

- Mary tends to be direct, often questioning things and offering opinions
 - Tends to be skeptical, stubborn and question things which can be difficult for situations when Mary should simply listen and follow directions
- Tip: Mary tends to perform better when in positions that need an out-spoken approach to the job
- Tip: Important to recognize that Mary should have time to learn the job before expected to have well thought out opinions

Consistently Following Procedures

- Prefers an environment that has some structure but that also allows for change and variety
- Able to follow rules and procedures consistently unless those procedures become too restrictive not allowing Mary to have some flexibility

Tip: Attempt to build in some flexibility with procedures if possible

Being Friendly

- Tends to be friendly and sociable, but also able to work alone when necessary
- Enjoys interacting with others during the day as long as there are still times when they can work quietly on their own without interruption

Tip: Make sure that your environment allows for some time during the day that you can catch up on your work without having the interruptions from others

Handling Stress

- Usually has a good balance between being able to handle stress and difficult situations and being able to demonstrate sensitivity
- Times when stress is very high may be more difficult for Mary to handle without extra breaks

Tip: When stress is particularly high or when dealing with highly difficult situations, remember to take breaks more frequently to allow for some relief

Working on a Team

- Mary tends to be more competitive and motivated by individual rewards
- Work environments that are highly team oriented and require Mary to collaborate with others in order to accomplish tasks will be less motivating

Tip: The work environment for Mary should allow for individual rewards and many opportunities for them to stand out and be recognized for their individual efforts

Handling Details

- Tends to be distractible and easy going when it comes to details and plans
- Mary prefers an environment where they can simply react to what's going on versus planning ahead

Tip: Important to choose positions that do not involve detailed tasks, but rather are more easy going in nature and reactive

Tip: If Mary has to perform detailed tasks, they should be carefully reviewed by others as to their thoroughness

Dealing With Change

- Mary likes for things to remain relatively stable, but also enjoys positive changes when necessary

- Environments that are too highly structured will be less motivating

Tip: Environments that have some procedures in place but that are looking for Mary to make improvements can be motivating

Leadership Specific Work Behaviors

The following section covers the work behaviors that are specific to leadership positions which may include business ownership or corporate positions that require the individual to manage and lead others.

Solving Problems

- Tends to prefer to deal with more immediate or tactical problem solving versus more strategic type problems
 - Mary tends to take more time thinking through solutions for problems particularly if they are the type of problems they haven't seen before
- Tip: If a problem is more complex in nature, solicit the help of others and resources to think through solutions

Making Decisions

- Mary typically finds it comfortable to directly question things and make decisions
 - Determination and independent nature may cause Mary to make decisions without taking the time to get buy in from others
 - It is important to allow plenty of time for Mary to think through things before ultimately making decisions particularly if they are new types of decisions or issues
- Tip: Sometimes decisions and objectives do not ultimately get implemented because the individuals who are supposed to carry them out do not buy in; be sure to work at getting input from others in order to ultimately make decisions effective

Motivating Others

- Mary tends to be moderately cheerful and enthusiastic which can provide some motivation to others around them
 - Generally has a good balance between being viewed as outspoken and cheerful and at the same time not appearing to be insincerely enthusiastic
- Tip: Sometimes it may be necessary for Mary to be a highly enthusiastic spokesperson and cheerleader for ideas or objectives; these situations will require more energy and preparation by Mary

Planning and Time Management

- Tends to prefer a loose schedule rather than taking the time to plan everything out in advance
 - Mary usually allows things to unfold, reacting to situations as they arise
- Tip: It is important that Mary take the time every day to plan for the most obvious things that need to be handled; best to do this planning whether at the end of the day or at the beginning of the day when there are minimal interruptions; even 10 to 15 minutes a day will make a difference
- Tip: Time management systems should be very simple, otherwise Mary will likely view time management as too big of a project; projects that require a detailed approach should be delegated

Handling Confrontational Situations

- Mary tends to be direct with others making it more comfortable for them to handle confrontational situations
 - May be overly skeptical and questioning of others actually creating a more confrontational atmosphere even when it is not necessary
- Tip: Sometimes matters can be handled by compromise and a gentler approach; recognize that a tough minded approach may contribute to the confrontational situation rather than help to move it to resolution

Making Presentations

- Moderately comfortable and enthusiastic with presentations
- Tends to have a balanced approach by being upbeat and outspoken while at the same time listening to others and providing the technical side of things when called for in the presentation

Tip: In times when a highly enthusiastic and energetic presentation is necessary, take extra time to prepare so that the material is well thought out and speaks for itself and all of Mary's energy can then go toward making their voice and approach enthusiastic

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