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**CONFIDENTIAL**

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# Introduction

## The Leadership Development Report

The **Leadership Development Report (LDR)** is a personality based developmental tool for individuals wishing to improve managerial and executive performance. Great care has been devoted to preparing the developmental advice that you receive. Many people have found their LDR profiles to be accurate and the developmental advice very helpful. The advice was based on complex statistical modeling, research findings, and coaching experience with more than 4000 executives, many of whom are from Fortune 100 companies. However, given the complexity of human behavior and the diversity of environments in which people work, you should not necessarily expect 100% accuracy in your personality profiles, nor will every piece of advice fit your situation equally.

The report identifies your score on 25 personality characteristics. As shown in *Table 1* (next page), specific constellations of personality characteristics are grouped to form leadership dimensions. The leadership dimensions are collectively categorized into leadership orientations. The LDR will provide you with developmental advice based on your unique array of personality characteristics.

## Development of the LDR

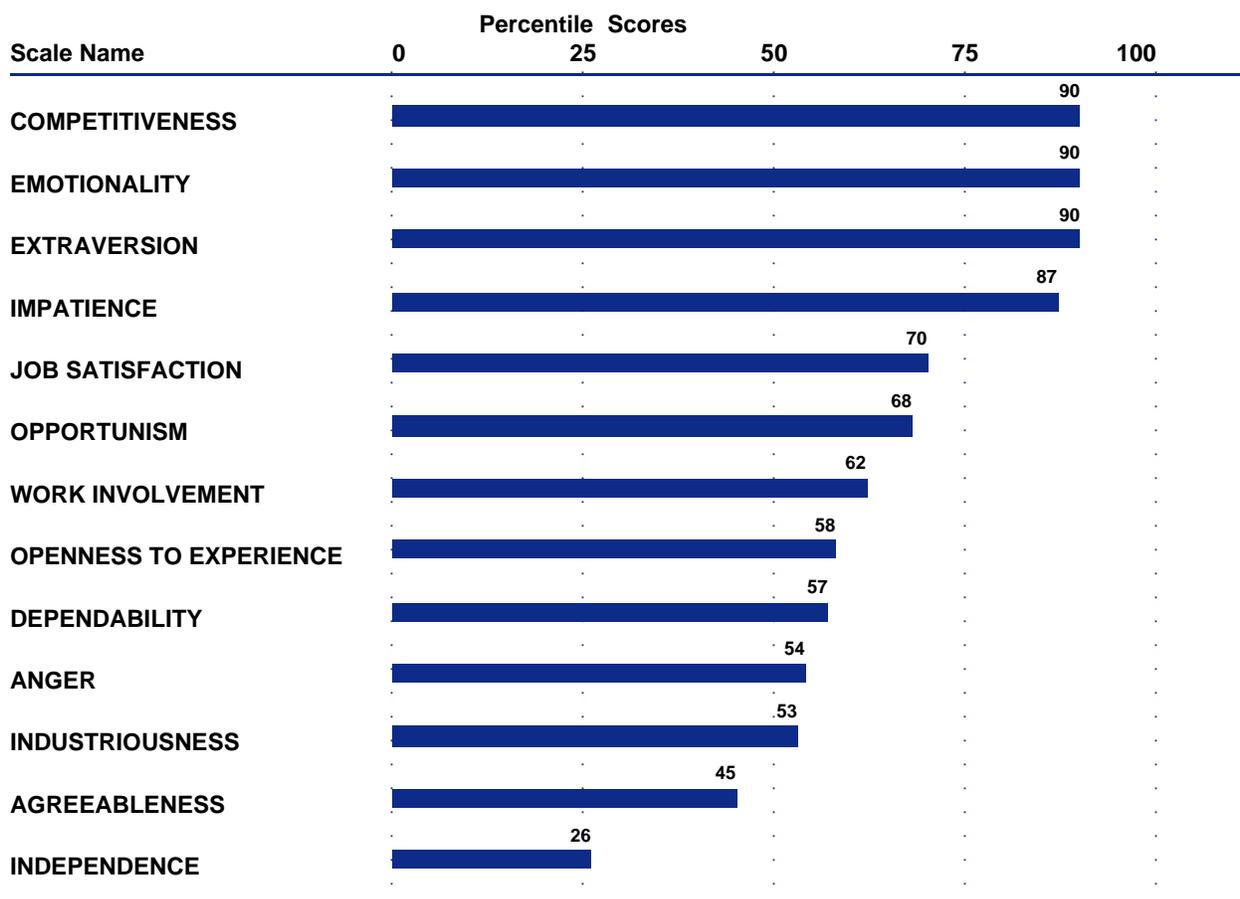
The personality scales on which the LDR is based are among the most carefully standardized and researched measures to be found anywhere. The statements in the LDR question booklet were derived from the Personality Research Form (PRF), The Jackson Personality Inventory-Revised (JPI-R) and the Survey of Work Styles (SWS). Both the JPI-R and the PRF measure personality variables relevant to normal functioning in a wide variety of situations. There are over 2000 articles in the scientific literature referencing these measures. The SWS measures six aspects of personality relevant to patterns of behavior in a work situation, such as job satisfaction and time urgency. All of the scales used in the LDR have been shown to relate to job performance in executives and managers.

**Table 1. Relations between Leadership Orientations, Leadership Dimensions and Personality Characteristics**

Leadership Orientation	Leadership Dimensions	Personality Characteristics
A. Orientation to Other People	Extraversion	Sociability Dominance Social Confidence Expressiveness
	Agreeableness	Agreeableness
	Independence	Independence Approval Seeking
B. Orientation to Work	Industriousness	Work Orientation Energy Level
	Opportunism	Risk Orientation Social Astuteness
	Job Satisfaction	Job Satisfaction
	Competitiveness	Competitiveness
	Work Involvement	Time Urgency Work Involvement
C. Temperamental Orientation	Anger	Anger
	Emotionality	Anxiety Supportiveness
	Impatience	Impatience
D. Accountability	Dependability	Organization Traditional Values Responsibility
E. Cognitive Orientation	Openness to Experience	Intellectual Curiosity Change Openmindedness

# Your LDR Overview

The graph below provides an overview on your leadership dimensions measured by the LDR.



This overview indicates that you scored highest in **Competitiveness**, **Emotionality**, and **Extraversion**. Examine the advice carefully for these dimensions as these leadership dimensions have the largest influence on your behavior. **Industriousness**, **Agreeableness** and **Independence** are your lowest scale scores. It is important to remember that personality dimensions are usually polar dimensions, such as extraversion-introversion. Thus, a low score on one dimension indicates a high score on the opposite dimension. The developmental advice provided for your low scores are as valuable as your high scores to understanding your personality characteristics, and your leadership behavior.

# LDR Interpretation Guide

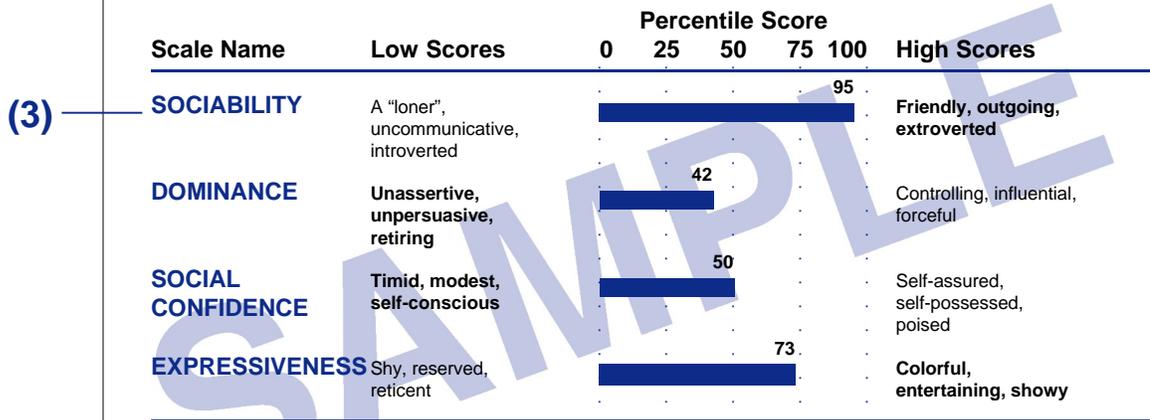
The Leadership Development Report provides you with percentile scores, given in bar graph format, on 25 personality characteristics. As mentioned before, these 25 personality characteristics each belong to one of 13 Leadership Dimensions, which in turn compose five broad leadership orientations.

Before proceeding with an examination of your results, study the sample profile below and the explanations on the next page. They will help you understand the information presented in the rest of the report.

(1) — **A. Orientation to Other People**

(2) — **Extraversion**

This dimension measures leaders' level of comfort with social situations, their willingness to guide the activities of others, their ability to interact with others in a warm and friendly manner, and to take center stage when this is required.



(4) — **Sociability**

Your VERY HIGH score on Sociability indicates that you are an outgoing, friendly individual who accepts others readily. You tend to seek out both formal and informal associations with others and probably belong to a variety of social groups. You place a high value on interpersonal relationships and make an effort to win friendships and maintain your associations with people.

(5) — *Development Advice*

- Don't try too hard to be liked. You may have to make unpopular decisions from time to time.
- Because of your sociability and good nature you are likely to project an image of always being approving, perhaps even enthusiastic. Although this is generally a positive trait, it can also stand in the way of objectivity and evenhandedness.
- Take the time to analyze business problems carefully. Don't just rely on your sociable and outgoing nature to get you through.

# Explanations

## (1) Leadership Orientation Label

Leadership orientations are used to describe how leaders think, feel, and interact with others in the workplace. Specific sets of personality characteristics and leadership dimensions intuitively fall under each leadership orientation. For example, Anger falls under a Temperamental Orientation and not a Cognitive Orientation.

## (2) Leadership Dimension and Definition

This is the name and description of the leadership dimension that encompasses the personality profiles.

## (3) Personality Profile

To produce the profiles your raw scores are compared to a sample of male and female managers and executives from a wide variety of organizations to produce a percentile rank. A percentile can vary from 0 to 99 and indicates the percentage of people in the comparison group who obtained a raw score lower than your score. For example, a percentile score of 50 indicates that 50% of people in the comparison group obtained a raw score lower than your score. A high percentile score indicates that the corresponding scale name is highly characteristic of your personality. The inverse is true of a low score; the corresponding trait is uncharacteristic.

## (4) Personality Scale Label and Definition

This is the personality scale name and description that research has found to be associated with how leaders perform on the job. To fully understand a personality trait, it is important to read the scale definitions. Do not infer the meaning of a scale from only the trait name and the developmental advice.

## (5) Development Advice

The development advice is based on judgments of “what might go wrong” with managerial and/or executive performance given a high or low score on each of the personality dimensions. This can help you understand the implications of your LDR scores and give you direction on how to adjust your behavior to become a more effective leader.

# Your Leadership Development Report

The graphs on the pages that follow show your personality profile categorized under the five leadership orientations listed in *Table 1*. The report also provides a detailed analysis of how your personality might impact your performance and development as an executive. This analysis takes the form of developmental advice that is offered for each personality characteristic.

Carefully study the profiles and the sets of advice arising from each personality characteristic. Think about them. Decide which advice best fits your situation and which would contribute most to your development. If your first reaction is to disagree with a certain personality finding or to believe that some of the advice is totally off the mark, review the advice again, and if possible discuss the basis of your disagreement with an executive coach or confidant. In general, there is a fairly close match between a person's view of him or herself and his or her personality as assessed by standardized measures.

It is very difficult to change one's personality dramatically and the LDR report was not designed to help you do so. However, it is possible to develop behavioral strategies that allow one to work and manage effectively within the context of your personality, and to promote more constructive, productive work styles and interpersonal relationships by modifying one's behavior and surroundings. The LDR can help you do this, but not without sustained effort on your part. Even if you are now quite successful at what you do, the LDR can improve your performance as a leader if you are willing devote the necessary thought, time, and energy to it. Refer to the concluding section for further interpretation, direction, and tips on how to use the advice to help you reach your full potential as a highly successful leader.

## A. Orientation to Other People

### Extraversion

This dimension measures a leader's level of comfort with social situations, his/her willingness to guide the activities of others, his/her ability to interact with others in a warm and friendly manner, and to take center stage when this is required.

Scale Name	Low Scores	Percentile Score					High Scores
		0	25	50	75	100	
<b>SOCIABILITY</b>	A "loner", uncommunicative, introverted					70	Friendly, outgoing, extroverted
<b>DOMINANCE</b>	Unassertive, unpersuasive, retiring					85	Controlling, influential, forceful
<b>SOCIAL CONFIDENCE</b>	Timid, modest, self-conscious					97	Self-assured, self-possessed, poised
<b>EXPRESSIVENESS</b>	Shy, reserved, reticent					95	Colorful, entertaining, showy

### Sociability

Your moderately high score on SOCIABILITY indicates that you seek out the company of other people. You put forth effort to develop and maintain both formal and informal associations with others. You value positive interpersonal relationships.

#### *Development Advice*

- Don't try too hard to be liked. You may have to make unpopular decisions from time to time.
- Because of your sociability and good nature, you are likely to project an image of always being approving, perhaps even enthusiastic. Although this is generally a positive trait, it can also stand in the way of objectivity and evenhandedness.
- Take the time to analyze business problems carefully. Don't just rely on your sociable and outgoing nature to get you through. Eventually you will be judged on both style and substance.
- It is often difficult for people who are highly sociable to exercise the discipline to continue working while others are having fun. Don't be distracted by social activities and diverted from completing tasks.
- You may be too concerned about being friendly and familiar with coworkers. Although this trait can contribute to your popularity, it

could be regarded as being overly eager to please. This may cause people to lose respect for you, even though they may like you personally.

- Placing heavy emphasis on relationships can result in neglecting specific tasks that need to be accomplished. Ideally, of course, one should be able to devote time to both, but within the constraints imposed in a business setting it often comes down to a question of priorities. Are you striking a balance between your need for people and the need to get things done?
- Having a natural inclination to get close to people carries the risk of over involvement. Although it is normal to make social relationships in a work place, one must be very careful to avoid a conflict between friendship and business roles. The best example of this is getting too friendly with subordinates, thus making it difficult, if not impossible to make objective judgments about their performances.

## Dominance

Your very high score on DOMINANCE indicates that you enjoy exerting control over your environment and directing the actions of others. You enjoy the role of leader and often assume it spontaneously. You are an assertive individual who is demanding and forceful in expressing what you want.

### *Development Advice*

- A moderate level of dominance is usually important for a leader. However, our research has found a negative relation between high scores on this scale and the ability to motivate others, to serve as an inspirational role model, and to be a representative of the organization. This probably indicates that there is a distrust of the overly forceful, controlling individual who strives too hard for power and influence. Subordinates are most inspired by leaders who motivate them, facilitate teamwork, and listen to their concerns.
- Effective leaders lead without dominating and without force or coercion. They don't insist that things be done in a certain way. They recognize that force will often cost them the support of their followers. They strive to remain unbiased and seek to bring clarity and co-operation to the situation. They see their role as guiding and facilitating others rather than dominating and controlling them.
- Dominating a group might result in pushing too hard in order to win and seeking out ways to manipulate others to achieve personal objectives. Be restrained in the use of power.

Resentment and resistance are the inevitable results of excessive use of power and attempts to control. Be receptive and don't force your own needs into the foreground. Gentle, clear interventions often overcome resistance.

- Effective leaders stay in the background and facilitate the organization's natural growth process. Avoid constant intervention or you will block this process and make the organization dependent on you. Don't worry, your presence will still be felt. Remember, frequently the greatest things a leader does go largely unnoticed.
- People who have strong motivation to dominate are prone to micromanage. They cannot restrain themselves from trying to control subordinates' work behavior, even when it involves minutia. If you find yourself doing this, reflect on whether you could be spending your time more productively.
- Some leaders are too forthcoming with direction and advice when it is not welcome. If you feel obligated to tell someone how to do a job, reflect on whether or not this person has already had a great deal of experience doing it, and that he or she might actually know more than you about how it should be done.

## Social Confidence

Your very high score on the SOCIAL CONFIDENCE scale indicates that you are a self-assured person who is always confident in dealing with others. In social situations you are composed and poised, and not easily embarrassed.

### *Development Advice*

- A sense of equality and modesty are qualities that are invaluable to becoming a successful leader. Preserve a healthy sense of humility. Do not let high self-esteem develop into arrogance.
- Confident people can overwhelm and even intimidate colleagues who are less secure. Remain receptive to the ideas that others may have to offer and give them an opportunity to contribute.
- A high level of confidence can sometimes be perceived by others as egotism and an inflated sense of self-importance. To avoid alienating colleagues and employees it may be prudent to defer to their knowledge or expertise when appropriate. True teamwork involves giving up your own self-interest.
- Consider all of the facts when making decisions; do not assume that you are always right. Take the time to consult others and fine-tune your solutions.

## Expressiveness

Your very high score on EXPRESSIVENESS indicates that you enjoy being the center of attention and engaging in behavior that wins the notice of others. People likely find you colorful and entertaining.

### *Development Advice*

- Although there is certainly a place for the out-front, charismatic, high profile leader, there are also drawbacks. When the leader intervenes in order to call attention to himself, he may establish himself as special at the expense of the group. Many effective leaders remain unobtrusive and intervene simply to shed light on a situation, move their team forward or create team harmony. Ask yourself if your intervention is necessary to further group goals. Let others have the floor.
- If you are viewed as self-promoting, it could be demotivating to your subordinates. If they feel that they are not getting the recognition they deserve, their morale will suffer. Effective leaders often act in subtle and indirect ways, gaining influence by their team's successful self-direction.
- Good leaders often realize that the more they conceal their influence, the more effectively it can be used. A leader who possesses powerful influence often appears inconspicuous and quite ordinary on the surface. In fact, truly great leaders frequently seem inscrutable and deeply reflective because they base their power on silence and the ability to listen deeply to what is happening.
- Practice staying in the background and simply working to facilitate the team's growth process. Consider yourself a coach or a guide. The effective leader develops a strong identification with subordinates and recognizes the interdependence of leader and followers. Special treatment will set you apart from the team and may break down your sense of group unity. Effective leaders feel as one with the team, see their success as shared equally, and take ownership of the team's successes and failures.
- The ability to amuse or entertain does not necessarily go along with an image of reliability and competence. Jokes and criticisms are frequently used as a means of avoiding more profound communication. To say of someone, "Oh, he's never serious," is to dismiss him as shallow, childish, or inconsequential.
- Playing the role of the entertainer can be quite charming at first. People will envy your quick wit and admire your ability to hold the attention of a group. However, it can become tiresome and people may eventually begin to resent you.

- When commenting on a subordinate's performance to him or to her, don't allow your enjoyment of being the center of attention cause you to engage in public criticism or ridicule. Do it privately, because many workers will find the experience humiliating. Furthermore, most will never forget it and some might even seek to sabotage projects in the future.

## Agreeableness

This dimension measures the extent to which leaders possess an easygoing, non-defensive interpersonal style.

Scale Name	Low Scores	Percentile Score					High Scores
		0	25	50	75	100	
AGREEABLENESS	Irritable, quarrelsome, antagonistic			45			Easy going, unguarded, self-effacing

## Agreeableness

Your somewhat below average score on AGREEABLENESS indicates that you tend not to take blame for others' mistakes, but you will apologize for your own errors. You do not allow others to take advantage of your good will. You are comfortable in confrontation or conflict situations, but you would not hurt someone to get your way. If you are offended by criticism you will tend to stand up for yourself. You prefer not to discuss your feelings or personal issues at work.

### *Development Advice*

- Don't overemphasize creating an image of strength and emotional control. Be more willing to show your vulnerability to others. True intimacy involves sharing the full range of emotions and experience. This involves a willingness to let others see your human frailties. Perhaps you do not really trust others and find it safer to keep them at a comfortable distance in an attempt to avoid ridicule.
- Be more willing to admit you are wrong. Forget about trying to justify yourself and trying to prove to yourself how capable and on top of things you are. If you feel compelled to continually create an image of unwavering invulnerability, others will be reluctant to provide you with important information and advice.
- It is not necessarily a weakness to be willing to do favors for others. Giving to others does not mean becoming their servant. Doing good turns for others will be reciprocated and will cause them to see you as generous and unselfish.
- You may have a tendency to attack rather than negotiate. This might be an effective tactic in the short term (and not always even then), but it can result in very negative consequences over time. Too much force will usually backfire. Most people are intimidated by aggressive behavior and resent it. Less aggressive people may not confront you, but may work against you behind your back.

- Aggressiveness may have a negative impact on the ability to retain quality staff members. Consider the long-term impact of your behavior on the long-term motivation of your subordinates. If you make their lives difficult, they will leave.
- When you comment on the work performance of others, do it constructively and privately. Avoid giving the impression that you are engaging in a personal attack. This is particularly important if the comments are delivered in written form.
- At times, you may be projecting a temperamental attitude, which can discourage others from approaching you. This might be particularly true when you feel criticized or threatened. Perhaps it is easier for you to keep others at a distance and to avoid close relationships. Learn to trust others and be less guarded. Being well defended will not protect you and will ultimately diminish your life from isolation, cynicism, fear, and resentment.
- You may be a bit “thin-skinned” and prone to overreact to what you perceive as criticism. Thus people may feel that they have to handle you with “kid gloves” and they may not be frank and honest. By discouraging constructive feedback, you are reinforcing and perpetuating your weaknesses. Don’t find an excuse for every mistake or blame errors on other people. Avoid a tendency to deny responsibility when things go wrong or blame bad luck for your failures. Do listen attentively to criticism, ask for suggestions, and take responsibility for your actions.

## Independence

This dimension measures a leader's ability to act and make decisions without guidance and support from others, and engage in behavior that is not governed by others' praise or disapproval.

Scale Name	Low Scores	Percentile Score					High Scores
		0	25	50	75	100	
<b>INDEPENDENCE</b>	<b>Obedient, manageable, dependent</b>		.32				Autonomous, self-reliant, self-sufficient
<b>APPROVAL SEEKING</b>	Non-conforming, individualistic				78		<b>Socially sensitive, concerned with making a good impression, acquiescent</b>

## Independence

Your moderately low score on INDEPENDENCE indicates that you feel comfortable in well-defined structured organizations with some social support and direction. Shared decision-making and subordinate involvement should be easy for you. You are probably comfortable working as part of a team or striking out on your own. You are appreciative of the advice and reassurance of others. You are not constrained by organizational norms, rules and policies; rather, you find that they provide security and stability.

### *Development Advice*

- Be more willing to take unpopular positions when you believe an important issue is involved. Subordinates expect their leaders to show a commitment to values that guide and inspire the organization. A leader must sometimes swim against the current of popular thinking in order to emphasize important principles.
- Don't take participative management and subordinate involvement to an extreme. At times, the effective leader must take sole responsibility for a decision.
- Don't call a meeting for every decision or to resolve every problem situation. There are some decisions that require firm decision-making by a leader and others that do not.
- Avoid making too many decisions "by the book" and with over reliance on rules, policies and procedures. There are times when the correct decision is to override organizational traditions and rules in order to get things accomplished.
- It is acceptable to seek out the advice and counsel of an adviser or consultant who can give you the support you need. But, be careful not to let yourself become too dependent on this adviser.

- When you are faced with trouble or misfortune on the job, avoid burdening your coworkers with endless appeals for sympathy. This could put them in a difficult position politically and might undermine their perception of you as a strong leader. Don't allow yourself to be seen as a chronic complainer. If you must share your frustrations, seek the help and support of someone outside work.
- Work on developing an internal support structure. Listen to your own intuition and trust your own judgment. Believe in yourself.
- If you have too strong a need for reassurance and support, this will make you potentially susceptible to social pressure and influence. Don't be too quick to go along. Think for yourself.

## Approval Seeking

Your moderately high score on APPROVAL SEEKING suggests that you prefer to be held in high esteem by people at work. In choosing a course of action you consider whether it will meet the approval of others. You find it easier to go along with the group in terms of your decision. You spend time thinking about your reputation at work and what others think of you.

### *Development Advice*

- Conformity can be a positive and adaptive characteristic in corporate life, but it can easily be overdone. Bear in mind that although your organization expects you to co-operate, it also needs you to innovate, initiate, and lead.
- When you feel strongly about something, don't bury your opinions and ideas because you are afraid others won't share your views. They may be feeling the same way, but are too timid to say so. Most organizations respect new ideas thoughtfully presented. You will not distinguish yourself by always going along with the crowd.
- Don't worry so much about being perceived as "nice." You will make your share of close relationships, but you can't be liked by everyone. Be true to yourself and people will respect you.
- Although flexibility can be an asset in business, there are times when you may need to take a stand and assert yourself more forcefully. Your subordinates look to you as the standard bearer of organizational values. If you simply recite the company line, they will quickly lose respect for you as a leader.
- Excessive conformity can work against your ability to be creative. Avoid simply accepting established ideas and going along with the status quo. Learn to let yourself dream of possibilities and to trust the value of your own innovative ideas.

- Ask yourself if your desire to conform and allow yourself to be influenced by others is based on some deep insecurity or self-doubt. A lack of trust in yourself may lead to a lack of trust in your own judgment. Avoid being excessively critical of your own ideas and don't simply assume others have a better understanding of problems and decisions. Your ideas may have much more value than you are giving them.
- Don't worry about appearances, titles, and creating a good impression. Although you may desperately want to be accepted and appreciated, you may work a bit too hard to gain "star" status. Paradoxically, when you give up trying to impress others, you actually become more impressive. When you try to make yourself look good, others may sense it and react negatively.
- If you measure success in terms of praise and criticism, your anxiety will be endless. If others applaud something you do, you will feel good. However, the next time, you may find yourself worrying if they don't applaud as loudly. If they complain, argue, or criticize you will feel hurt. Either way, you may be anxious and dependent.
- Perhaps your need for recognition is rooted in a lack of confidence in your own abilities and ideas. If you feel good about yourself, you will generally feel good about your ideas as well, even when they don't fit in with those of others. This may be a signal for you to examine your self-image and take steps to improve it. You are a person of worth. Learn to trust yourself and act from your strengths.
- A need for approval from others may make it difficult to be frank and open when your opinions differ from theirs. Perhaps you work a bit too hard to be agreeable and accommodating because you fear rejection. You may be afraid that by expressing differences you are showing disapproval of the authors of those opinions. It is possible that you fear that if you disagree with someone, they will reject you. However, most people will accept and respect differences if they are presented diplomatically.
- Don't try too hard to be a popular leader and to always demonstrate open-mindedness and flexibility. Remember, a leader must sometimes make unpopular decisions and must take a stand on issues of principle. A leader must stand for something.

## B. Orientation To Work

### Industriousness

This dimension assesses the extent to which a leader exhibits high standards of work, and demonstrates energy and endurance in striving toward challenging goals.

Scale Name	Low Scores	Percentile Score					High Scores
		0	25	50	75	100	
<b>WORK ORIENTATION</b>	Playful, nonchalant, unambitious		27				Serious, driven, determined
<b>ENERGY LEVEL</b>	Listless, languid, lethargic				72		Lively, tireless, eager

### Work Orientation

Your moderately low score on WORK ORIENTATION indicates that you enjoy spending time participating in games, sports, and other social activities. At work you tend not to set ambitious goals for yourself and prefer goals of low to moderate difficulty. You are content to achieve a satisfactory level of work, and do not tend to be motivated by challenges and competitions. When faced with problems, you may not always put forth extra effort to overcome obstacles.

#### *Development Advice*

- Leaders who are playful and fun-loving, rather than serious, work oriented individuals can create a high-spirited environment that workers can find enjoyable. But don't carry this too far. Good managers must be consistent and informed decision-makers. To avoid being seen as simply flashy and humorous, remember to provide some steady evidence of responsible, mature leadership. Set an example for serious goal-directed work.
- In hiring your staff, avoid evaluating people simply based on their charm and sociability. Just because they are fun to be around does not make them capable. Analyze the job; identify the qualities required and hire people based on their competency.
- Playful, fun-loving people often keep things light and avoid too much "serious talk." Remember, superficial relationships prevent a leader from developing deep and lasting bonds with subordinates. The most effective leaders can speak to the deepest part of their subordinates because they have explored their own inner conflicts and attachments and know the deepest part of themselves.

- Others may view a decline in drive as a lack of ambition and an unwillingness to work hard. This may be politically dangerous in an organization where emphasis is given to achievement.
- Don't let your non-competitive attitude lead you to tolerate slipshod work in subordinates. As the boss, you are ultimately responsible for maintaining the excellence of the work of your unit.
- Remember, a leader can be a model of goal attainment and hard work. Others will pattern their approach to work on the basis of your work style. Like it or not, you are a role model for others.
- Your score on this scale may also reflect a desire on your part to live a balanced, well-rounded life. You may therefore be withdrawing a certain amount of energy from your career. Simply be aware that this may be misperceived as lack of dedication.
- This score does not necessarily indicate that you would be ineffective as a leader. One can be successful as a leader by delegating the job of tackling difficult projects to others and simply providing the inspiration to achieve. You should consider this as a course of action.
- Discipline yourself to complete a task before moving on to something new.
- Don't take on new projects until you have finished the ones you have already started.
- If you have a long project to complete, establish intermediate goals and stick with this plan.
- Don't allow yourself to socialize as an excuse for not completing something.
- When you have intensive work to do, marshal your energy and resources, and schedule it so that it can be all completed.

## Energy Level

Your moderately high score on ENERGY LEVEL indicates that you are an energetic person who does not tire as easily as most people. You are an active person and you take an enthusiastic approach to your work and recreational activities.

### *Development Advice*

- High-energy people sometimes get carried away by their enthusiasm. An endless round of activities can be euphoric at first, but can also end in physical and mental exhaustion. Be temperate.

- Recognize the fact that you probably have more energy than most of the people around you. For instance, it may be unreasonable for you to expect subordinates to work nights and weekends on a regular basis just because this is characteristic of your behavior.
- High-energy people often feel as if they are not doing their job unless they are constantly busy. As a result they get busy doing the wrong things. Remember to take the time to plan. If you are restless and over-stimulated, think about discharging the excess energy in physical exercise.
- Be careful not to substitute action for thought. Part of your responsibility as a manager is to solve problems. If you have difficulty doing this at a desk, then find another place for it. Walking is an excellent way to think about problems and has the advantage of getting you away from telephones and other distractions.
- Don't let your desire to be productive and to get things done cause you to miss the subtleties of a problem.

## Opportunism

This dimension measures a leader's ability to recognize and pursue potentially profitable business opportunities even when there is some element of risk involved, and to persuade others to work toward the attainment of relevant goals and objectives.

Scale Name	Low Scores	Percentile Score					High Scores
		0	25	50	75	100	
<b>RISK ORIENTATION</b>	Unadventurous, prudent, cautious				71		<b>Adventurous, daring, fearless</b>
<b>SOCIAL ASTUTENESS</b>	Candid, guileless, undesigning			55			<b>Shrewd, sophisticated, crafty</b>

### Risk Orientation

Your moderately high score on RISK ORIENTATION indicates that you are willing to take chances. You find some excitement in uncertain situations, especially when there is a chance of great reward. Other people may perceive you as bold and daring.

#### *Development Advice*

- Although your willingness to take risks can give you a dynamic and even exciting image, it may also get you into trouble. Try to avoid engaging in risky behaviors that others might perceive as reckless. One approach may be to get input from others on whether the potential benefits of engaging in a course of action outweigh the costs.
- Taking risks may result in occasional spectacular successes, but these will soon be forgotten after equally spectacular failures. Furthermore, the odds are against you. As in any gambling enterprise you are likely to lose in the long run. Save gambling for the casinos.
- You are probably entrepreneurial and might be better suited to building a business than maintaining it. If you can, devote your energies to start-up, growth and expansion projects and leave routine jobs and maintenance to others.
- Perhaps you possess a bit of bravado in that you feel that you possess a certain invincibility. Taken too far this tendency could lead you into dangerous situations. Know the limits of your capacities and don't exceed them.
- You may find that you devote much of your time to those tasks and projects that you consider exciting. Remember to pay attention to your every day responsibilities and give sufficient time to the mundane realities of organizational life.

## Social Astuteness

Your somewhat above average score on SOCIAL ASTUTENESS indicates that you are sensitive of the effects that your behavior has on others. You are tactful and polite when dealing with others. You usually use indirect means when trying to persuade others.

### *Development Advice*

- You need to monitor your activities to avoid misusing this valuable talent. Persuading and influencing are essential to success in any team enterprise, but they quickly and subtly can become manipulation. From time to time review your behavior. Are you working towards the welfare of the group or are you furthering your own ends at someone else's expense?
- Properly used, this trait can be instrumental in advancing a corporate career. If you become too self serving you will alienate others, foster unhealthy competition, and factionalize the management team. Because of your social success, some may even perceive you as having ulterior motives, when you do not. Be alert to the dangers of abusing or overusing this ability. It is often more important to tell the simple, blunt truth than it is to say things that sound good.
- It may be easy for you to command attention and achieve social recognition. Avoid stealing the limelight from deserving subordinates.
- Consider using your social skill in negotiating for your team or company. This may be a real asset.
- Keep in mind that there is a fine line between being diplomatic and intentionally deceptive. Be careful not to damage your credibility by manipulation, stretching the truth, or by making unrealistic promises. If others feel used or deceived by your persuasiveness and social savvy, they might begin to question your integrity.
- Leaders who receive above average scores on social astuteness tend to devote a great deal of time and attention to observing and thinking about others' motivation and how they can be influenced. Sometimes this can come at the expense of productivity. Do not be distracted from completing more non-interpersonal tasks.

## Job Satisfaction

This dimension measures the extent to which leaders are satisfied with a number of job-related dimensions including working conditions, opportunities for promotion, coworker-friendliness and competence.

Scale Name	Low Scores	Percentile Score					High Scores
		0	25	50	75	100	
<b>JOB SATISFACTION</b>	Feels unfulfilled and frustrated				70		<b>Enjoys and is gratified by work, feels fulfilled</b>

## Job Satisfaction

Your moderately high score on JOB SATISFACTION indicates that you enjoy some aspects of your job, including your coworkers, quality of supervision, working conditions, and your opportunities for promotion.

### *Development Advice*

- If you are particularly pleased about a specific aspect of your job (e.g., the support you receive from your colleagues) provide positive feedback to the appropriate parties. This will contribute to their job satisfaction as well.
- Think about what it is that you truly enjoy about your work and try to create an environment that provides those experiences for your subordinates.
- Perhaps by expressing your enthusiasm for your work to others, you can enhance their enthusiasm as well.

## Competitiveness

This dimension measures the extent to which leaders show a tendency to struggle to defeat others in order to obtain recognition, even in non-competitive situations.

Scale Name	Low Scores	Percentile Score					High Scores
		0	25	50	75	100	
<b>COMPETITIVENESS</b>	Cooperative, collaborative, helpful					90	Personally ambitious, focused on winning, predacious

## Competitiveness

Your very high score on the COMPETITIVENESS scale indicates that you have a tendency to view the world as one big game, which you want to win. Therefore, you sometimes position yourself against others and attempt to outdo them.

### *Development Advice*

- While being competitive may keep you driven and focused, it may also have serious implications for interpersonal relationships. Make sure you do not offend people by asking intrusive questions about their performance in order to gauge your performance relative to theirs.
- Remember the value of co-operation and teamwork. Often we can benefit and learn a great deal by working with others. A competitive mind set may impede your ability to be a team player. Strive to achieve for the good of the group and organization.
- Make an effort to help others to achieve their objectives. By doing so, you might enlist them as allies and actually help rather than hinder yourself.
- If you are discussing competitors' products or services with the public or with potential customers, refrain from referring to them in a negative way, which could reflect poorly on you. Focus on the positive aspects of your organization and not the negative aspects of your competitors.
- Although outperforming others in a business setting might be gratifying, remember to be gracious and humble. This will help you to maintain quality relationships with those you have outperformed.

## Work Involvement

This dimension is characterized by a preoccupation with work and work-related deadlines and an intolerance for time delays, or anything that interferes with achieving set goals.

Scale Name	Low Scores	Percentile Score					High Scores
		0	25	50	75	100	
<b>TIME URGENCY</b>	Unconcerned with deadlines, may not use his/her work time effectively					74	<b>Preoccupied with work and deadlines, feels sense of obligation to use time effectively</b>
<b>WORK INVOLVEMENT</b>	<b>Easily distracted from work</b>			39			Puts work above other issues

## Time Urgency

Your moderately high score on TIME URGENCY indicates that you tend to feel a time pressure when faced with deadlines or schedules. You may have a tendency to impose strict deadlines on yourself. When under a time pressure you may exhibit a hurried abrupt style.

### *Development Advice*

- If you find yourself rushing through projects without taking the time to review your work, learn to pay more attention to the quality of your work, and less attention to the time tasks take to complete. Quality is important in virtually all work.
- When you feel overloaded, delegate routine tasks to subordinates. This will enable you to manage your time more effectively.
- Take the time to listen to your fellow employees' concerns. If you are perceived as too busy and unapproachable, problems may not be brought to your attention. As a consequence, you might be unable to prevent or resolve subordinate concerns. This could have a substantial impact on organizational effectiveness by reducing productivity, increasing turnover, and decreasing employee satisfaction and commitment.
- When making formal presentations, be sure to deliver your message in a clear and concise manner, with sufficient time allotted for comments and questions. If your style is too fast, you may lose audience attention and fail to get your message across.
- Do not become so absorbed in your work that you forget to take a break. Working through the lunch hour is particularly problematic,

as it is not only important to clear your head, but essential that you provide your body with nutrition. Your mind will be much more productive after a short break.

- If you experience time urgency during your work week, try not to take it home. Working at a leisurely pace on non-work projects may reduce your level of stress and improve your overall well-being.

## Work Involvement

Your somewhat below average score on WORK INVOLVEMENT indicates that that you do not tend to get absorbed by work-related matters. You likely complete all of your required job tasks and adhere to deadlines, but only sometimes go beyond what is required.

### *Development Advice*

- Avoid spending too much time in pursuit of exciting and pleasurable distractions. Pay attention to the responsibilities of your job and organization, as your career is likely an important aspect of your life. Think of things that you value inside the workplace and build on them.
- Take the time to listen to your subordinates' concerns. A lack of involvement with one's job may prevent you from providing subordinates with the time and attention they require. In addition, take the time to monitor workplace activities.
- Extra-role behaviors do not go unnoticed, and a lack of work involvement will have consequences. Once in awhile make a conscious effort to go out of your way for a coworker, subordinate, or supervisor. The gratitude you will receive will be very rewarding, and may strengthen your interpersonal relationships. Participating in work teams and becoming involved in other workplace activities will also improve your relationships. Acquisition of strong bonds with other employees will make your job more positive, and may increase your motivation for working.
- Perhaps your below average job involvement is an indication of the fact that you find satisfaction elsewhere than at work. If this is the case, think of strategies to better balance your interests, and motivate yourself to follow them. Be careful not to allow your desire for a healthy balance in your personal and professional life to cause you to neglect critical responsibilities at work.

## C. Temperamental Orientation

### Anger

This dimension assesses the extent to which leaders are able to remain collected and composed under pressure.

Scale Name	Low Scores	Percentile Score					High Scores
		0	25	50	75	100	
<b>ANGER</b>	Self-controlled, calm, composed			54			Hot-tempered, testy, easily antagonized

### Anger

Your somewhat above average score on ANGER indicates that you can become emotional in frustrating situations. You may occasionally feel the urge to seek revenge when someone has angered you.

#### *Development Advice*

- Remember, people look to their leaders and coworkers to remain calm in times of stress and adversity. Consider the impact that your behavior is having on others, particularly when you are frustrated. Accordingly, try to keep your outward expression of anger to a minimum. In particular, consider the impact that your anger has on your style of speaking to others. Effective leaders rarely need to raise their voices or speak sharply to subordinates.
- If another individual has mistreated you, try not to feel like you have to get even with them. Discussing your feelings is often an effective way to resolve the issue.
- Make an effort to avoid individuals who arouse your anger. If you must interact with these individuals, call on your sense of humor to enliven the situation.

## Emotionality

This dimension assesses a leader's ability to conduct themselves in a calm and composed manner and to demonstrate care and concern for their subordinates.

Scale Name	Low Scores	Percentile Score					High Scores
		0	25	50	75	100	
<b>ANXIETY</b>	Relaxed, tranquil, unworried					96	<b>Tense, nervous, edgy</b>
<b>SUPPORTIVENESS</b>	Unsympathetic, tough-minded, indifferent				79		<b>Sympathetic, caring, demonstrative</b>

### Anxiety

Your very high score on ANXIETY suggests that you tend to worry over inconsequential matters. You are more easily upset than the average person and are apprehensive about the future.

#### *Development Advice*

- Don't allow your worries to distort your business judgment. You may find yourself becoming pessimistic and overemphasizing "worst-case scenarios." You may needlessly question your ability to cope effectively with the stresses and strains of your life.
- Avoid social withdrawal when your stress and anxiety level rises. During times of stress many people will pull into a self-protective shell. However, this may be just when you most need a strong support system that you can rely on. Don't cut yourself off from those who care about you. Cultivate at least one relationship that will give you an opportunity to confide in another. Having someone who cares and knows what you are experiencing can lighten your emotional burden significantly.
- If your anxiety is a sign that you are discouraged, dejected or depressed, seek out counseling. You may be experiencing some type of identity crisis or situational disturbance. If your anxiety reflects some unresolved internal conflicts, counseling can help to reduce your worries.
- Under extreme stress most people become somewhat disorganized and unproductive. When you are anxious your thinking can become confused. If you take time off to rest and relax, you may not actually be sacrificing as much as you think.
- Schedule occasional social lunches, where you don't dwell on business problems.

- Take time out to walk or jog during your workday. Exercise has been found to significantly help individuals suffering from anxiety and depression.
- Consider relaxation sessions to relieve tension. Meditation or relaxation techniques are very easy to learn and can give you the serenity you need to deal with the problems you face.
- If you're feeling anxious, avoid letting it interfere with getting the job done. Learn to focus on the task at hand and develop the discipline to shut out worries so you can concentrate on your work.
- Remember, people look to their leaders to remain calm in times of stress and adversity. Consider the impact that your behavior is having on others, particularly when you are worried or preoccupied. Try to keep your outward expression of worry to a minimum.

## Supportiveness

Your moderately high score on SUPPORTIVENESS indicates that you are a caring person who readily assists others whenever possible. You identify closely with other people and show understanding of their problems. You place importance on maintaining close ties with others.

### *Development Advice*

- Leading in a supportive manner is commendable. Benevolent, nurturing leaders create harmony and good feelings on their team. They realize that when they give to others they become more themselves.
- The need to help and support others could make it difficult to view subordinates clearly and objectively. You may have a tendency to become too emotionally involved with subordinates and perhaps too tolerant of poor performance. By putting too much of an investment in your subordinates' success, you may be reluctant to recognize and acknowledge their shortcomings. Perhaps you need to put a little more emotional distance between yourself and the people who work with you. A leader must be objective. Balance your benevolence with detachment so that you can give them the constructive counseling they need for their development. Effective managers give both praise and constructive criticism.
- Remember that in business you must balance sensitivity to people with task accomplishment. Be careful to avoid exclusively focusing on harmony and concerns about people's feelings to the exclusion of communicating clear goals and directions.

- Inappropriate displays of emotion, even warmth, can be seen as unprofessional. Too much emotion may make others feel uncomfortable. People expect their leaders to show self-discipline and emotional control, particularly when representing the organization to the outside world.
- Excessive concern about coworkers' personal problems and relationships may be viewed with suspicion by others. They may begin to question your sincerity.
- Be careful not to let external relationships with vendors or suppliers become too personal. They can take advantage of such a situation by making it awkward for you to negotiate advantageously for your company.
- Remember, subordinates expect their boss to be fair and evenhanded. Don't let friendships and close personal feelings create favoritism and bias.
- Remember the effective manager must meet commitments and accomplish objectives as well as paying attention to people's needs and feelings.
- If you find that your emotional nature leads you to make global or sweeping assessments of problems and issues, take the time to examine the details that are critical to the decision at hand.

## Impatience

This dimension measures a leader's ability to tolerate time delays and obstacles that hinder progress toward desired goals and objectives.

Scale Name	Low Scores	Percentile Score					High Scores
		0	25	50	75	100	
<b>IMPATIENCE</b>	Placid, restrained, imperturbable					87	Intolerant of time delays, interrupts coworkers, restless

## Impatience

Your very high score on the IMPATIENCE scale indicates that you experience frustration when others appear slow and deliberate. You do not like to be kept waiting and find it troublesome when people do not respond immediately to your requests. You tend to act abruptly and rarely tolerate delays. Impatient people sometimes have trouble listening to others, especially others whose pace is slower than their own rapid pace. Others might regard an impatient person as high strung, short, brisk, or intolerant.

### *Development Advice*

- Others can often sense impatience, and may be offended by your verbal and non-verbal behaviors. Try to speak at a comfortable pace. In addition, try to pay attention to your body language, and avoid the following behaviors: repeatedly checking your watch, foot or finger tapping, and continual glancing around the room.
- Learn to appreciate the notion that things take time, and may not always go as scheduled. If you find yourself waiting for someone in order to complete a task, do not become agitated. Alternatively, try to remain productive by temporarily switching your attention to a new project.
- Guard against being short with subordinates. Good leaders are patient and calm under stress, and you might be putting distance between yourself and your subordinates if you are too abrupt with them.
- Consider relaxation sessions to relieve tension. Relaxation techniques can be learned and can give you the serenity to deal with the frustrations that you face.
- In your haste to get things done, you might overlook important details. If this is so, your taking a little more time to review projects will provide you with the satisfaction of knowing that the work has been completed thoroughly.

- When others speak to you, try to refrain from interrupting them. In addition, do not attempt to hurry others along. Some people need silent time when formulating their thoughts.

## D. Accountability

### Dependability

This dimension measures a leader's ability to conduct their work in an organized fashion and behave with honesty and integrity.

Scale Name	Low Scores	Percentile Score					High Scores
		0	25	50	75	100	
<b>ORGANIZATION</b>	Forgetful, untidy, tolerates uncertainty and ambiguity					70	<b>Planful, tidy, avoids ambiguity</b>
<b>TRADITIONAL VALUES</b>	<b>Unorthodox, permissive, liberal</b>		22				Moralistic, puritanical, righteous
<b>RESPONSIBILITY</b>	Neglectful, unreliable, inconsiderate					66	<b>Reliable, dependable, conscientious</b>

### Organization

Your moderately high score on ORGANIZATION indicates that you prefer having a work environment that is neat and organized. Your workspace rarely becomes cluttered. You have probably developed methods, agendas, or plans to keep your work activities organized, which prevents you from falling behind in your work. You usually adhere to schedules and appointments carefully. You generally plan projects out before starting. You prefer to have "all the facts" before making a decision or deciding on a course of action in order to avoid ambiguity.

#### *Development Advice*

- Remember that your precision, carried to excess, could become perfectionism. The need to dot every "i" and cross every "t" is fine and appropriate for framing legal documents, but in everyday business it will consume more time than it is worth. Learn to settle for less than 100%. Your productivity will improve and so will that of your subordinates.
- Try to avoid planning in too much detail. Whenever possible, leave some flexibility in your schedule; allow for contingencies. It is okay to expect people to be prompt, but remember that they are only human.
- Don't let the need for structure stifle imagination and creativity. Practice brainstorming a problem. Come up with as many solutions as possible before allowing your disciplined and orderly self to take over.

- The need for plans, rules, and schedules may cause you to neglect your role in motivating others. A subordinate may not fully live up to your expectations, but deserves encouragement and praise nonetheless.
- People who are excessively orderly often work a bit too hard in an attempt to gain control of their environment. As a result, they try to impose detailed and exacting administrative systems on themselves and their subordinates. They seem to picture an ideal world (office, home, company or work group) that is neat, controlled, and efficient. They then make attempts to regulate people and events to make them fit this ideal. Problems arise because others frequently resist attempts of control. This sometimes elicits resentment. Remember, excessive attempts to impose order on others can create resistance.
- Your attention to detail is exemplary, but are you looking at the big picture? Our research on management and leadership skills indicates that extreme orderliness can hinder one's ability to develop a compelling vision for the organization. Perhaps you get bogged down in details and focus your attention on the issues that are immediate in nature and don't allow yourself the opportunity to seek new possibilities and directions. Try delegating as many routine tasks as possible so you have time to think about the big picture. Schedule time for "blue sky" thinking and getting your head away from your desk and look upward and outward. A great help in this process is allowing yourself to get away from the office routine to get a fresh perspective.
- Because you are the kind of person who probably prefers structure, you need to avoid becoming too categorical and dogmatic in your thinking. Once you make up your mind, it may be hard to change it. This can be perceived by others as hindering your ability to be objective. Be willing to re-examine decisions and judgments and keep an open mind.
- Take time out to keep subordinates informed rather than becoming immersed in details. Schedule periodic meetings with your people; even informal, unscheduled meetings are useful. Get away from your neat desk and wander around. Chat with subordinates or peers, canvass attitudes, dig out new information and generally push yourself beyond the boundaries that you have set for yourself.
- The danger of a strong desire for structure and certainty is that it can hamper the ability to discard a previous concept or model of reality. Perhaps it is simply the mind clinging to an idea that gives a sense of control and security in the face of constant change. It is reassuring to believe the universe is predictable and that

change can be managed. However, rigid models limit the flexibility of our thinking. Drop expectations, discard preconceived ideas and abandon any method of knowing that might limit your horizons. When expectations are dropped, our mind expands and the reality we perceive can also expand.

- The need for accuracy might make you reluctant to make decisions where all the facts are not available. Unfortunately, most business problems are not subject to precise analysis; they typically involve some risk. Estimate the risks and benefits of various solutions on a hypothetical scale. Make your decisions on the basis of the lowest “risk to benefit” ratios. This will give you a more structural, and therefore, more comfortable method of arriving at decisions.
- Guard against the tendency to engage in excessive planning. Planning might cause you to waste time on preparation and design rather than taking action. Limit the time you allow for planning. Your planning should focus on important matters not trivial ones.

## Traditional Values

Your moderately low score on TRADITIONAL VALUES indicates that you have relatively liberal attitudes regarding behavior. You may be critical of strict tradition. You have a tendency to question laws and precedents. You may also appear to be unconventional in your own behavior, perhaps seeming to others as radical and unorthodox.

### *Development Advice*

- Although you may feel the need to question organizational rules, regulations, and established traditions, remember that these things are a reality of corporate life. If you behave in a way that tends to disregard organizational policies and traditions you may not be seen as fitting in with the corporate culture.
- Try to avoid an “anything goes” approach. A certain amount of conformity with what is considered acceptable corporate behavior is necessary for success in business. Try to avoid consistently acting in ways that others might consider as unconventional or unorthodox.
- It may be important for you to recognize the fact that your company has a distinct culture, which approves of some behaviors and disapproves others. If you happen to work in a conventional environment, you will need to make an effort to conform to the prevailing values while on the job. If this is too difficult for you, consider moving to an organization that allows

you more personal freedom and has more liberal standards of behavior.

- Keep in mind that behaving in ways that are considered unorthodox could damage your relationships with those who are more conservative and traditional. It is alright to hold to your own belief system, but be sure to respect the more traditional opinions that others might hold.
- Your informal style may work against you when it comes to emphasizing excellence. You take a rather liberal view regarding acceptable behavior. So, be sure you clearly establish sufficiently high quality standards and are communicating expectations to subordinates.
- Coworkers often feel some passion about their values. Avoid provoking them by starting arguments based on your strongly stated position. Resolving value issues are usually irrelevant to the job at hand. On this topic silence is golden.

## Responsibility

Your moderately high score on RESPONSIBILITY indicates that you feel an obligation to be honest and to follow moral principles. You feel a sense of responsibility to live up to the promises you make to other people. You feel a sense of duty to your community.

### *Development Advice*

- For every situation where right and wrong behaviors are clear there are others with moral and ethical ambiguities. Don't be too quick to pass judgment on others.
- Learn to make a distinction between ethics and values. Ethical principles are fairly consistent throughout our society, but values differ considerably between subcultures and individuals. Tolerate individual differences. Irresponsible or destructive behavior should be dealt with firmly, but coworkers' values are their own business.
- Don't let your sense of obligation to others cause you to become excessively self-denying. Consider your own interests as well.
- The narrow, legalistic interpretation of laws, rules and policies can limit flexibility and your freedom of action. While you may feel a moral imperative to live by the letter of the law, don't take this to the extreme.
- Your strong sense of responsibility may prevent you from enjoying the variety of experiences that life offers. Your moral rectitude could cause your coworkers to view you as a "stick in the mud." Ease up, let your hair down and accept your humanity.

- Remember, your role as leader does not include providing gratuitous advice about how subordinates should live their lives. Rather, evaluations should be confined to job performance.

## E. Cognitive Orientation

### Openness to Experience

This dimension measures the extent to which leaders enjoy change and new experiences, and are open to ideas that challenge their existing views.

Scale Name	Low Scores	Percentile Score					High Scores
		0	25	50	75	100	
<b>INTELLECTUAL CURIOSITY</b>	Narrow interests, practical uninquisitive,				71		<b>Inquiring, innovative, analytical</b>
<b>CHANGE</b>	Predictable, consistent, set-in-one's-ways					89	<b>Unpredictable, flexible, adaptable</b>
<b>OPENMINDEDNESS</b>	<b>Opinionated, dogmatic, uncompromising</b>	5					Tolerant, receptive, impartial

### Intellectual Curiosity

Your moderately high score on INTELLECTUAL CURIOSITY indicates that you are a creative person who is able to think of new ways to solve problems. You rarely look for the simple solution to a problem. You are motivated to participate in a variety of activities; and are interested in learning about a range of topics.

#### *Development Advice*

- Don't spread yourself too thin. Decide which interests are most important to you at this point in your life and concentrate on them. There will be time later to do other things.
- Don't let your curiosity run away with you. The need to know could cause you to become distracted by pursuing subjects beyond the point that is necessary for the task at hand.
- The tendency to become interested in exploring all possibilities could prevent you from giving clear focused direction to subordinates. Remember, set clear objectives, define roles and responsibilities, and stay focused on task.
- As a leader, others expect you to focus your attention on the goals of the organization. Having diverse interests could be seen as diminishing your commitment to the company. Communicate your commitment and become a role model.
- Creativity is a valuable talent as long as it is supplemented by sober analysis and evaluation. It can be a great deal of fun to exercise the imagination, but it takes self-discipline to subject ideas to the test of reality. If you want to be truly innovative and

not just a dreamer, plan on spending at least as much time (probably more) on critiquing your ideas as on creating them.

- Try not to overindulge in the propensity for innovation. Change of any kind is difficult for an organization to absorb and too much change, too quickly, can be disruptive. Give people a chance to get used to new ways of doing things before introducing your next brainstorm.
- Don't let your curiosity cause you to get carried away with every technical innovation that emerges. Traditional ways of doing things should not be discarded simply because newer approaches are available. "If it ain't broke, don't fix it!"
- The desire to pursue a problem to its ultimate conclusion could lead to the need for a great deal of abstract thought. Don't get distracted by purely intellectual challenge or go on a search for the perfect solution. It may be fun to delve into the intricacies of a problem, but ask yourself if there is a practical payoff for the time invested. Effective leaders know the balance between thinking and acting.
- Since intellectual stimulation is something you likely need, it might be quite frustrating for you if your job does not stretch your mind. As long as your current position makes heavy demands on your problem solving ability, you should find it stimulating. However, perhaps you will need to resign yourself to the fact that even positions with exalted titles carry with them their share of routine. You might have to seek intellectual stimulation in non-work settings.
- If dealing with theory and abstraction are really important to your work satisfaction, you should assess your job and your career with an eye for future opportunities. Personalities like yours generally thrive in the sciences, technological development, and academia.
- Nobody has all the answers. Knowing that you do not know everything is far wiser than thinking that you know a lot when you really don't. It is a relief to be able to say: "I don't know."
- If your job requires you to be a generalist, don't feel that you must have a deep understanding of every operation, process, or technical matter for which you have overall responsibility. There are experts for that. Focus on what is required of you, rather than attempting to keep thoroughly informed about developments in a variety of fields.
- Cerebral, intellectual individuals frequently lose patience with those who think more slowly. It is hard for them to understand why ideas, which are so clear to them, are so difficult for others to

comprehend. Be patient. Explain things slowly and avoid condescension.

- Remember, in business there is always a certain amount of routine office work to be done. Don't get lost in exploring the intricacies of abstract theory or strategy and forget essential routine jobs.

## Change

Your very high score on CHANGE indicates that you enjoy new and different experiences, and adapt well to changes in your environment. You may also readily change your opinion or values depending on the circumstance and, as a result, may be perceived as unpredictable or inconsistent.

### *Development Advice*

- You may have a strong need for variety, newness, and stimulation. Not many jobs provide continual variety. Most seem to settle into some sort of routine over time. This doesn't mean that you have to resign yourself to boredom. Use your imagination and creativity to seek out new projects. Volunteer for committees, particularly those that involve other departments. Try to find more efficient ways of getting through routine tasks so that you can spend more time on the interesting ones.
- If you find your work boring, explore the possibility of another position. If you are bored by routine, look for opportunities to experience variety. Start-up operations are often a good outlet. Jobs involving travel can also be stimulating, for a while. However, in the long run, you may be better off learning to be content with where you are. Constant change will not necessarily yield lasting satisfaction.
- Subordinates like their leaders to be consistent and predictable. They also like them to represent a set of values that can be relied upon. It may be beneficial to keep in mind that the leader who is always changing direction creates confusion and uncertainty in his followers.
- If you initiate a project and are thinking later of canceling it, consider the effects of the morale of your team of taking such action. Napoleon's comment on military leadership, "order, reorder, disorder," is relevant to business as well. Calculate the cost of changes in direction to your organization before initiating them.

## Openmindedness

Your very low score on the OPENMINDEDNESS scale indicates that you can be intolerant and dogmatic. You have clear opinions about what is right and wrong, and tend to entertain only views that are consistent with your own. You make quick value judgments about others and reject those who have different lifestyles, beliefs, or traditions. When it comes to your beliefs, you will not compromise.

### *Development Advice*

- Give consideration to the opinions of others. Many problems have more than one valid solution. Weigh them carefully before making a final choice.
- Be careful not form a negative opinion of those who disagree with you. Remember to distinguish between an idea, which you may not like, and its originator with whom you have to maintain a working relationship. This is especially true in performance evaluation.
- You might have a tendency to want to resolve uncertainty too quickly by making judgments based on first impressions. Take your time, dig beneath the surface, and ask more questions. Things are not always what they first seem to be
- Before you jump to a conclusion, put yourself in the shoes of the others involved. Your viewpoint may be biased by your own background and experience.
- To become truly aware of what is happening in your organization you must pay attention with an open mind. Try to set aside your personal prejudices and biases, which may have the tendency to limit your perceptions to only those things that fit with your existing beliefs.
- If you find yourself becoming offended when others point out the shortcomings in your ideas, ask yourself if your own beliefs and the rigidity of your own standards of behavior are at the root of your reaction. Tolerance begins with yourself. Take challenges to your ideas as an attempt to help rather than as a judgment of your value as a person.
- Your clear opinions about the world and your strong views about right and wrong thinking might cause you to miss nuances of ideas that you consider “wrong headed.” You should ask yourself whether or not you have become too absolute in your judgments. Are you missing the subtleties of others’ point of view.

- In business negotiations one is often confronted with persons coming from diverse backgrounds and holding opinions that you might dislike. It is not to your advantage to allow these dislikes to affect your behavior and goals.
- When analyzing a problem or situation, be careful not to become so focused on a preconceived notion that you close your mind to other ideas and approaches. Be more open-minded, adaptable, and willing to consider original, progressive ideas. Show more initiative in embracing new enterprises.

# Conclusion

## How Should You Interpret Your Results?

When you are interpreting your results, take into account the purpose of the report—to aid in your development as an effective leader. Listed below are some important points to consider to guide your interpretation of your results.

Examine all your personality profiles, not just the highest and lowest. Some of the moderate scores may be directly or indirectly connected to the higher scores. For example, a high score on the Industriousness dimension may be associated with a moderate score on the Competitiveness dimension. In other words, a somewhat competitive nature may drive you to work hard and be successful.

Occasionally the advice given for one personality dimension may appear to conflict with the advice provided for another. This conflict is generally due to the imprecision of language in describing aspects of personality or of behavior. This makes it possible for the advice to appear to be in possible conflict when it is not. Do not worry about these apparent conflicts. Rather, look for the major themes in the LDR.

The advice is not to be applied globally to every circumstance. Situational factors might dictate when it will be appropriate to act on a particular piece of advice. For example, different situations may require either the suppression or expression of impatience.

This report is not designed to help you change your personality. The developmental advice is present to provide insight into how your personality affects your managerial performance. Use this advice to modify your behavior within your own natural limits.

## Next Steps

Once you have had the opportunity to carefully review your results, evaluate the information critically. Do the findings seem to accurately reflect how you see your personality? Select those personality characteristics that most influence your leadership effectiveness and develop a plan for dealing with them.

Carefully review the developmental advice. It may be useful to write in the margin which points of advice are useful, not as useful, and not applicable to your work. Maintain a personal diary to identify which situations provoke the expression of certain personality traits, and record the steps you take to control this expression. For example, if

you scored high on Anger, keep a record of which situations antagonize or frustrate you, and what you did to control your anger. This diary will help you monitor your progress.

Set specific, attainable goals. Take small steps to change your behavior. First work on altering those behaviors that are affecting your leadership abilities the most. Do not overwhelm yourself by trying to change everything at one time. After you have achieved one goal, go on to the next.

Once you feel confident in the changes you have made, retake the LDR. This will help you track the improvements you have successfully made in your performance.

## About the Authors

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