

Leadership Skills Profile

Report for: **Sam Sample**
December 20, 2005

Introduction

This interpretive report helps the reader understand how specific aspects of Mr. Sample's personality, behavior, and style affect his anticipated leadership performance. Because of the candid descriptions used in this report, it should not be shown to Mr. Sample. This report is confidential and should not be placed in general personnel files or in other locations where unauthorized persons might access it.

The LSP report contains three major sections: (a) an executive summary featuring three summary scores, (b) a set of profiles of 42 leadership characteristics divided into four broad managerial skill categories, and (c) a detailed analysis of each of the 42 aspects of leadership. For each leadership characteristic, the report contains a definition, a description of Mr. Sample's expected level of performance, and a set of statements describing the particular factors in his personality, interpersonal style, and method for organizing work that determine his level of performance on that leadership skill.

All of the data and interpretations in this report are based on professionally supervised statistical studies of the personality and performance of executives and managers in a wide variety of organizations. There is substantial evidence supporting the general accuracy of this report. Nevertheless, it should be recognized that 100 percent accuracy is not attainable in predicting human behavior. Accordingly, some statements will be more applicable to the respondent than will others. Where multiple interpretations and explanations are present, all explanations are helpful, but some will be more important than others, depending on the individual's particular situation and the requirements of his position. Some of the comments may appear to be excessively negative, but it is important to remember that a manager is usually not called upon to engage in activities requiring every skill analyzed in this report and that each position will emphasize a different pattern of leadership skills.

Occasionally, some interpretations might appear to be in conflict with others for related skills. These apparent inconsistencies are usually due to the imprecision of language, or to nuances of meaning attached to related aspects of personality. Try to focus on the overall pattern of interpretations, rather than on single interpretations.

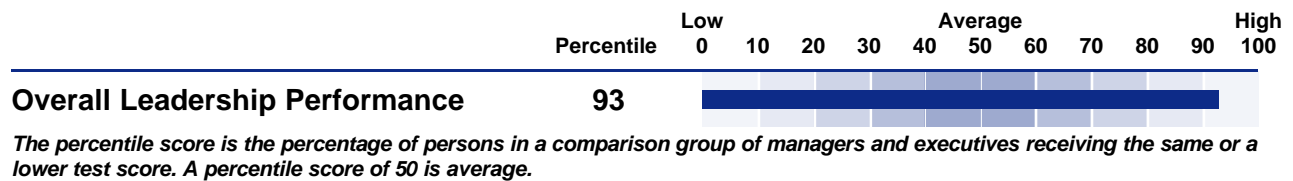
When reviewing an individual's strengths and weaknesses, they should be evaluated in terms of position requirements. It will be helpful to weigh each statement of expected performance in terms of how important it is to job performance, and to the organization. It is also recommended that you consider the information presented in this report within the context of other candidate data (i.e. structured interviews, aptitude testing, past performance etc.).

LSP Executive Summary

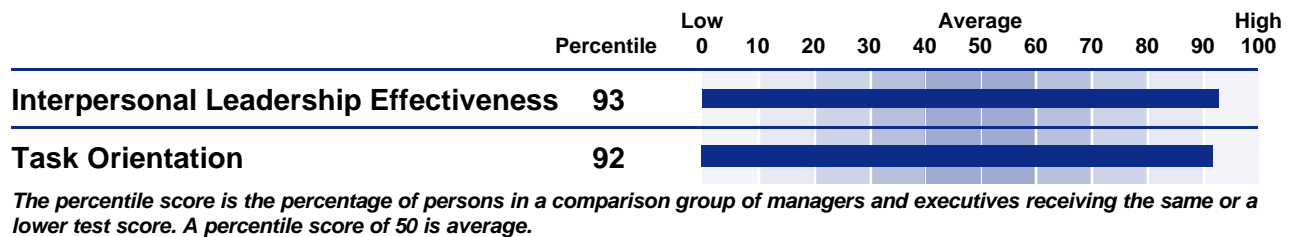
This page provides an overview of Mr. Sample's results. It begins with a chart based on the sum of all 42 leadership dimensions assessed by the LSP. A second chart divides Mr. Sample's overall results into two broad dimensions, his **Interpersonal Leadership Effectiveness**, and his **Task Orientation** (his focus on completing the tasks for which he has responsibility). Finally, Mr. Sample's scores on these two broad dimensions are plotted on a performance grid with **Interpersonal Leadership Effectiveness** as the vertical axis and **Task Orientation** as the horizontal.

All scores in this report are expressed in terms of percentiles, which differ from percentages in that they compare Mr. Sample's expected performance with that of a large group of senior managers and executives. By definition, a score at the 50th percentile is average. For more information on percentiles and how to properly interpret this report, please refer to the LSP manual.

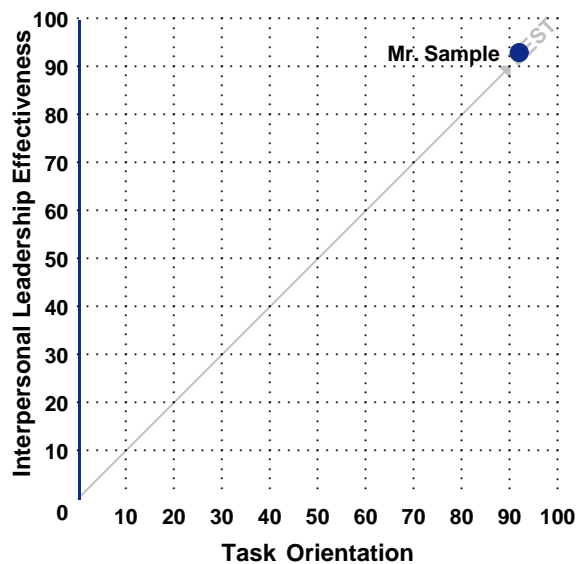
Overall Expected Leadership Performance



Interpersonal Leadership Effectiveness and Task Orientation

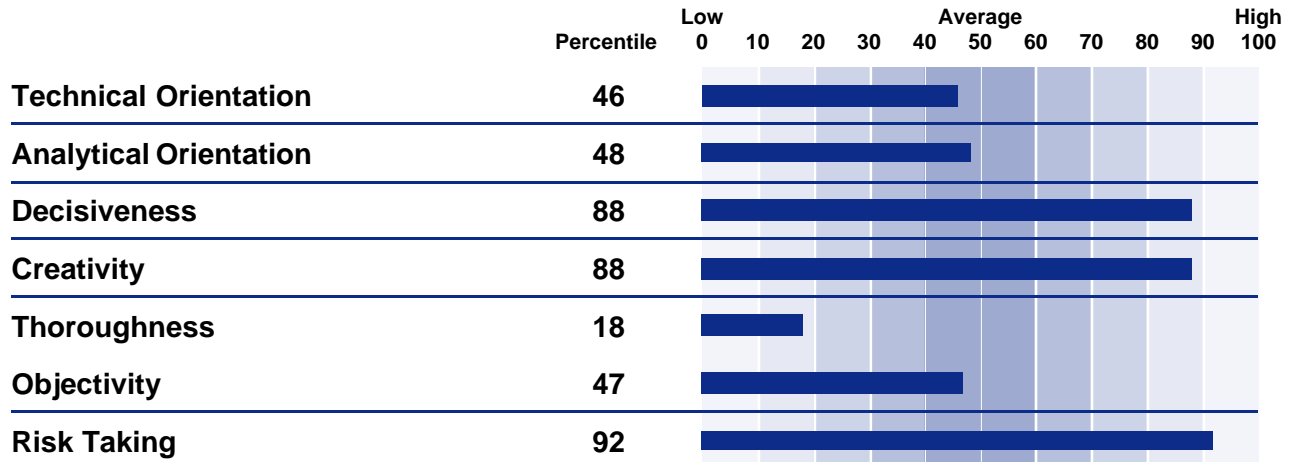


Performance Grid



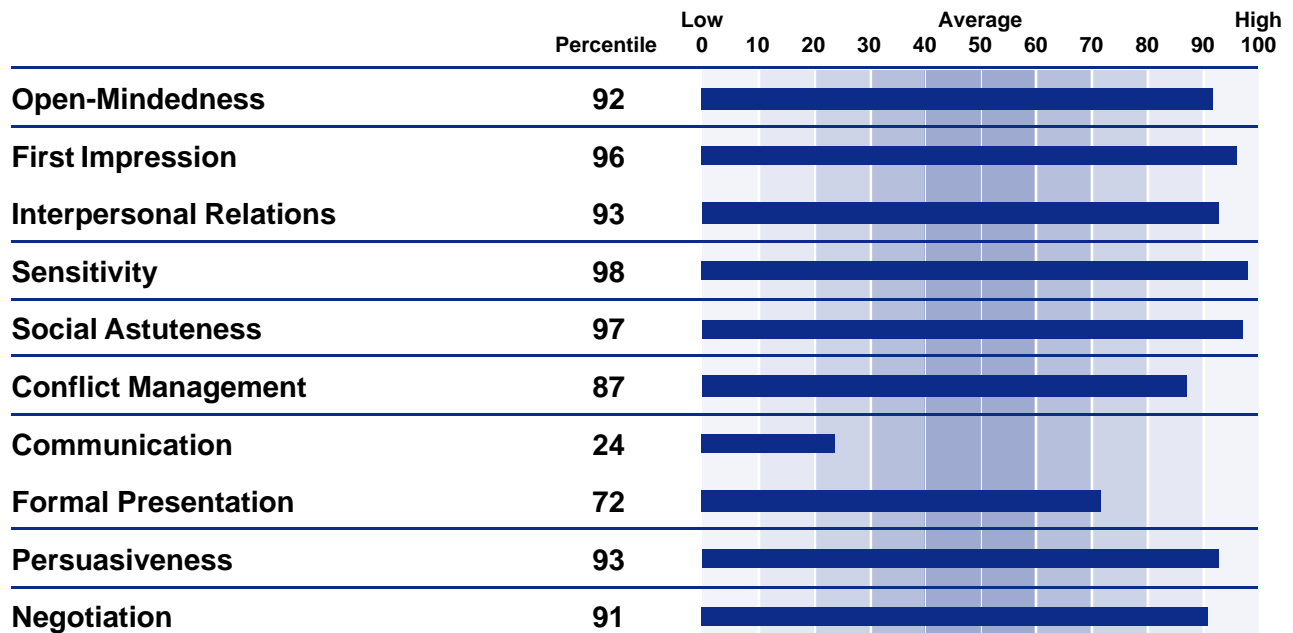
LSP Profiles

Cognitive Managerial Skills



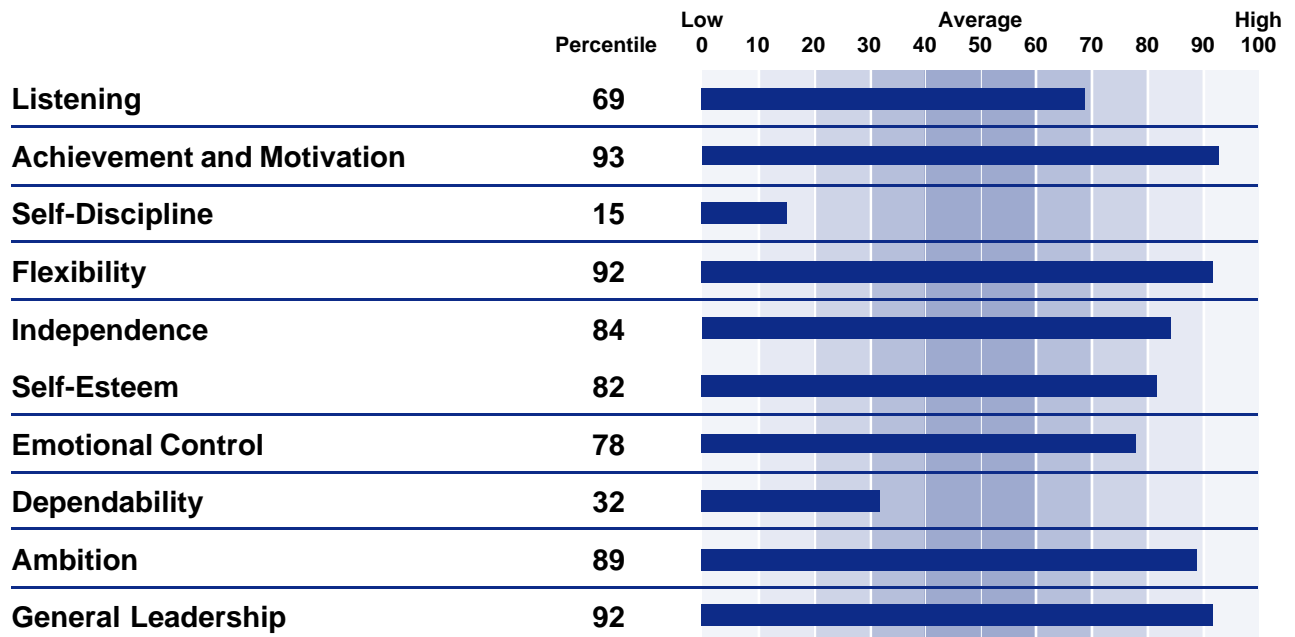
The percentile score is the percentage of persons in a comparison group of managers and executives receiving the same or a lower test score. A percentile score of 50 is average.

Interpersonal Managerial Skills



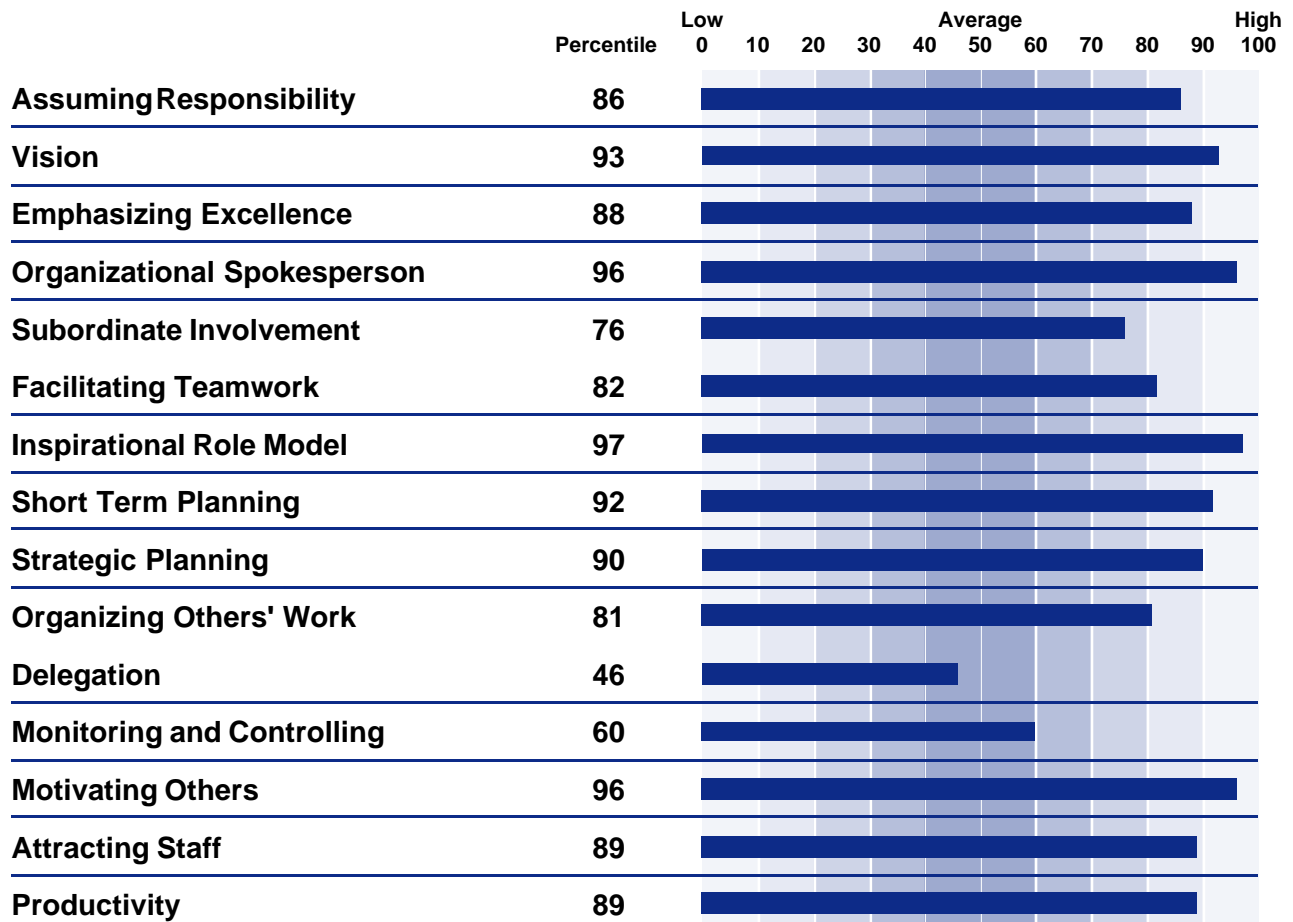
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Personal Managerial Qualities



The percentile score is the percentage of persons in a comparison group of managers and executives receiving the same or a lower test score. A percentile score of 50 is average.

Teamwork, Supervision, Planning & Productivity

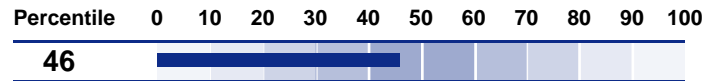


The percentile score is the percentage of persons in a comparison group of managers and executives receiving the same or a lower test score. A percentile score of 50 is average.

LSP Detailed Analysis

Cognitive Managerial Skills

Technical Orientation

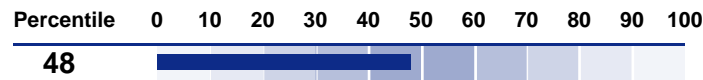


Specific proficiency or expertise acquired through education, training, or experience. Engineers, computer scientists, and persons employed in the physical sciences and technology are among those receiving high scores in technical orientation.

*Mr. Sample's expected performance for TECHNICAL ORIENTATION is in the **SLIGHTLY BELOW AVERAGE** range.*

- His preference for using his social skills to influence others may lead him to focus on interpersonal relationships, leaving little time for studying and thinking about technical developments.
- People who get insufficient satisfaction from their work, like Mr. Sample, sometimes have difficulty concentrating and remaining focused on technical issues.

Analytical Orientation

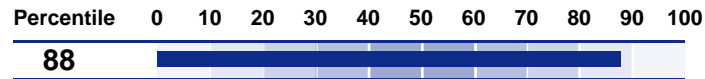


Analytic Orientation reflects an intellectual style whose focus is on dissecting and understanding complex, multifaceted problems, identifying relevant information and getting to the source of the issue. Persons rated high on analytical orientation prefer dealing with problems of a non-interpersonal nature, particularly those requiring precise, logical reasoning.

*Mr. Sample's anticipated level of ANALYTICAL ORIENTATION is in the **SLIGHTLY BELOW AVERAGE** range.*

- Discontented individuals, such as Mr. Sample, are less likely to acquire or use the skills and knowledge needed to effectively interpret and analyze job-related problems. In turn, they may not perform optimally when analyzing complex issues. Thus, feelings of dissatisfaction may be magnified.
- Mr. Sample is systematic and has a tendency to get absorbed in details. This may impede his ability to reflect deeply about problems, issues and products.

Decisiveness

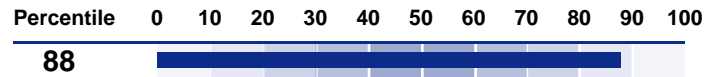


The ability to make clear-cut and timely decisions with the appropriate amount of information.

*Mr. Sample's DECISIVENESS score is in the **HIGH** range.*

- This person's concern for being a good team member enables him to make tough decisions that are good for the group and organization.
- Mr. Sample is genuinely interested in maximizing organizational effectiveness. Accordingly, he does not hesitate to make clear-cut and timely decisions.

Creativity



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

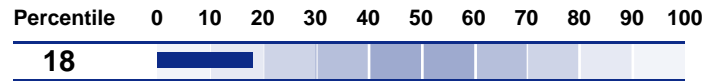
*Mr. Sample's expected level of CREATIVITY is in the **HIGH** range.*

- Mr. Sample can be enterprising and resourceful. This inspires him to work towards finding new approaches when dealing with problems.
- Mr. Sample can be entertaining, and often seeks attention. He is therefore not afraid to promote his ideas.
- Impulsive and uninhibited, Mr. Sample may have a tendency to focus on being creative at work.
- Advice and support-seeking individuals, such as Mr. Sample, communicate their creative ideas informally to team members. This allows them to refine ideas.
- Mr. Sample has a knack for presenting ideas in a favorable manner, and developing a favorable impression of himself. This increases the probability that his new ideas will be championed by the organization.
- Mr. Sample has a preference for complexity. Such people are more adept at finding creative solutions because of their intricate knowledge of complex problems.
- Daring and enterprising individuals, such as Mr. Sample, are likely to take the necessary risks to find alternative solutions to complex problems.
- Individuals who have self-confidence, like Mr. Sample, will find it easier to offer their creative ideas.
- Warm, helpful people, like Mr. Sample, are quite ready to assist co-workers with creative solutions.

Creativity (continued)

- This individual is, by nature, reflective and focuses his attention on inventive and visionary goals.

Thoroughness

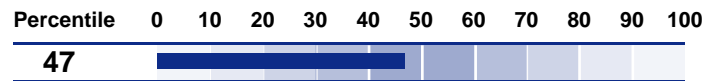


The ability to attend to detail and develop a comprehensive approach to problems.

*Mr. Sample's anticipated level of THOROUGHNESS is in the **LOW** range.*

- Mr. Sample is entertaining and dramatic. His focus on being noticed may cause him to overlook important details.
- High-energy people, like Mr. Sample, require a number of outlets to channel their energies. This might interfere with their ability to complete any particular job in a thorough manner.
- Daring and impetuous people, such as Mr. Sample, are likely to overlook details.
- Individuals who are confident in their own abilities, such as Mr. Sample, are less likely to worry about making mistakes and do not check their work as often as they should.
- Being outgoing and sociable may help Mr. Sample to make friends, but hurts his ability to complete projects without making mistakes.
- Extroverted, sociable people, such as Mr. Sample, are distracted from paying attention to details by a tendency to spend time engaged in conversations with others.
- Impatient individuals, like Mr. Sample, are prone to move ahead with a project without taking the time to attend to all of the details.
- People who are unconcerned with danger or catastrophe, like Mr. Sample, bulldoze their way through difficulties rather than meticulously attending to the fine points of a problem.
- Mr. Sample's lenient, "live and let-live" approach encourages him to overlook essential details and to tolerate substandard work.

Objectivity

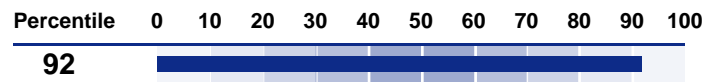


Ability to maintain a realistic perspective and keep personal biases to a minimum.

*Mr. Sample's OBJECTIVITY score places him within the **SLIGHTLY BELOW AVERAGE** range.*

- Dissatisfied individuals, such as Mr. Sample, might allow personal biases to affect their decision-making.
- His sociable manner and tendency to develop friendships in the workplace, cause Mr. Sample to occasionally sacrifice his objectivity in order to maintain relationships.
- Mr. Sample may tend to make thoughtless comments and hasty decisions without considering their impact, and might state opinions best kept to himself. His tendency to act before thinking gives the impression of not always making unbiased judgments.
- By expressing views based more on emotion than reason, Mr. Sample may appear biased.

Risk Taking



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

*Mr. Sample's expected level of RISK TAKING performance is in the **VERY HIGH** range.*

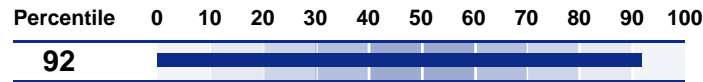
- Competitive and ambitious individuals, such as Mr. Sample, will often undertake reasonable risks in uncertain situations.
- Exhibitionistic and dramatic individuals, such as Mr. Sample, tend to be risk takers, especially in social situations.
- Mr. Sample likes to make up his mind quickly, a trait consistent with risk taking.
- Astute and investigative, Mr. Sample makes sure he understands the problem so that his propositions reflect carefully considered, calculated risks.
- Mr. Sample will likely try to convey an image of a decisive leader because it is a favorable image in our society and he wants to be well regarded.
- Individuals with a wide range of interests, such as Mr. Sample, are more likely to take risks than are more insular people.
- Mr. Sample is analytical and clever; this allows him to effectively take calculated chances.

Risk Taking (continued)

- Mr. Sample's compassion for others and comfort in dealing with people are helpful qualities for making sound judgments and for acting in uncertain situations.
- Confident individuals, such as Mr. Sample, are willing to take risks.
- Mr. Sample is a team player. He will effectively collaborate with others and take reasonable risks to further the goals of his group.
- Mr. Sample is by nature a daring risk taker who does not hesitate to seek out new opportunities.
- This individual's social astuteness makes him willing to go out on a limb when it comes to social risk taking, because he believes that he can "read" people well.

Interpersonal Managerial Skills

Open-Mindedness

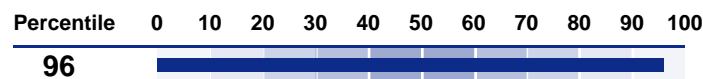


Willingness to consider new ideas and approaches, as well as input from others.

*Mr. Sample's expected level of OPEN-MINDEDNESS is in the **VERY HIGH** range.*

- Individuals, such as Mr. Sample, who enjoy being dramatic, witty, and socially outgoing, are more likely to consider a wide variety of viewpoints.
- This individual is a sophisticated person who is skilled at persuading others. He will, therefore, probably be regarded as open-minded because he is prone to accommodating the wishes of others and to acknowledging their contributions. He rarely expresses a negative opinion if it interferes with maintaining critical business relationships.
- Mr. Sample is comfortable with his own ideas and is not threatened by the proposals of others, who consider him open-minded.
- This person's even-tempered, optimistic approach to life leads him to accept others' ideas with composure and a positive outlook.
- Being genuinely concerned about the goals of the organization encourages individuals, such as Mr. Sample, to consider alternative viewpoints in order to find the best solution.
- Mr. Sample is focused on efficiency and getting the job done in a timely fashion. He is open to suggestions on how to do so.

First Impression



Ability to create a positive impact through social confidence, sincerity, dress and fluency with verbal concepts.

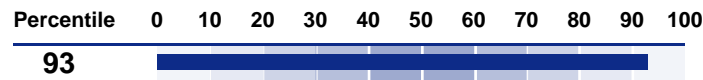
*Mr. Sample's FIRST IMPRESSION score is predicted to be in the **EXTREMELY HIGH** range.*

- Colorful, entertaining people, like Mr. Sample, tend to make memorable first impression.
- Mr. Sample is motivated to think about and monitor how his behavior affects others vs. the impression he makes on others. This helps him to create a positive first impression.

First Impression (continued)

- Dependable and responsible individuals, such as Mr. Sample, are likely to be seen positively.
- Adventurous and bold individuals, like Mr. Sample, are likely to capture the imagination of others, thereby creating a good first impression.
- Individuals who demonstrate that they care about work, such as Mr. Sample, are likely to be seen favorably by others.
- His social astuteness, savvy, shrewdness and social boldness contribute to his effectiveness at making a good first impression.
- Mr. Sample is a confident individual. Consequently, he probably finds it easy to create a positive first impression on others.
- This individual's sociable, caring nature causes him to try to make a good impression on others.
- Mr. Sample is self-controlled and even-tempered. This contributes to his ability to impress others.
- Complex thinkers, such as Mr. Sample, are more likely to be seen as insightful and interesting. Their style often captivates others' attention and helps them make a good first impression.

Interpersonal Relations

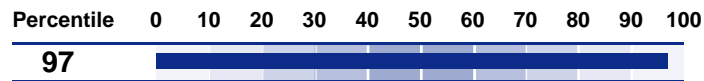


The ability to relate to others in an outgoing, friendly, warm, and personable manner enabling the person to enter into and maintain, over time, effective interpersonal relationships with others.

*Mr. Sample is expected to demonstrate performance relevant to INTERPERSONAL RELATIONS in the **VERY HIGH** range.*

- Mr. Sample's socially bold, expressive style helps him easily approach strangers and turn them into acquaintances.
- Spontaneous and impulsive behaviors lead Mr. Sample to seek out others for personal contact.
- Mr. Sample tends to identify with others and therefore is perceived as approachable.
- Enterprising individuals, such as Mr. Sample, often seek out others to participate in their activities.
- Individuals, like Mr. Sample, who view themselves favorably, are likely to have few problems socializing with others.

Social Astuteness

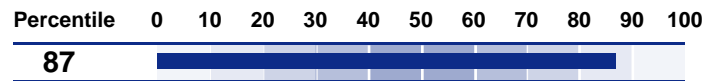


The ability to accurately read and respond astutely and diplomatically to organizational trends, norms, as well as to deal effectively with organizational politics.

*Mr. Sample's anticipated level of performance on SOCIAL ASTUTENESS is in the **EXTREMELY HIGH** range.*

- Mr. Sample seeks out advice and readily shares his reasoning with associates. This contributes to his being regarded as socially astute.
- Mr. Sample is hard working and aspiring. He sets high goals for himself and recognizes that social astuteness will help him achieve these goals.
- Good natured and friendly people, such as Mr. Sample, are likely to understand the importance of diplomacy.
- An entertaining individual, like Mr. Sample, knows how to keep a crowd interested by playing on their needs and wants.
- Adventurous and bold individuals are likely to take advantage of political agendas. This is true of Mr. Sample.
- Mr. Sample demonstrates high self-confidence; this helps him deal effectively with others.
- Mr. Sample's appreciation of conventional customs and beliefs helps him to navigate the social milieu effectively.
- This person's shrewdness, charm, diplomacy, and subtlety make him an astute observer of political trends in the organization. Thus, he knows how to increase his influence.
- Mr. Sample likes to collaborate and seek others' input and help. They, in turn, tend to see him as effective on this performance dimension.
- People who desire to portray themselves in a positive light, like Mr. Sample, are generally perceived as more socially astute.
- This individual's capacity to show consideration and responsiveness to other's needs should help him to keep in touch with organizational trends and avoid politically damaging conflicts.
- His considerate, conciliatory approach prevents him from making enemies or taking unpopular stands.

Conflict Management

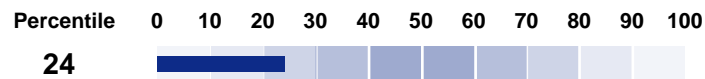


The ability to mediate and resolve conflicts and disagreements between others, and to resolve conflicts between oneself and others, in a manner best for all parties involved.

*The expected level of performance on CONFLICT MANAGEMENT for Mr. Sample places him in the **HIGH** range.*

- Mr. Sample is by nature clever and socially perceptive. These qualities aid him in mediating and resolving conflicts.
- His even-tempered, optimistic disposition helps him to avoid getting caught up in emotionally charged situations. This calm demeanor also aids Mr. Sample in finding effective solutions when co-workers are involved in a dispute.
- Mr. Sample is not afraid of "going out on a limb" by making proposals to attempt that resolve disputes.

Communication

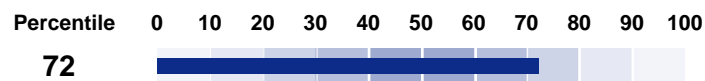


Keeping subordinates and superiors informed about decisions, events, and developments that affect them.

*Mr. Sample's predicted COMMUNICATION score is in the **BELOW AVERAGE** range.*

- Energetic and restless individuals, like Mr. Sample, would rather start new projects than sit down and communicate with co-workers.
- Mr. Sample may be so deeply involved in bringing projects to completion by his own labor that he is not effective at keeping others informed.

Formal Presentation



Ability to deliver an interesting, informative, and organized presentation.

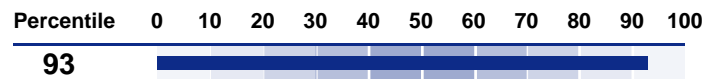
*Mr. Sample's FORMAL PRESENTATION score is in the **ABOVE AVERAGE** range.*

- His social astuteness helps him to gauge the needs of the audience and to tailor his presentation appropriately.

Formal Presentation (continued)

- Mr. Sample's preference for taking risks enables him to express unexpected ideas and interpretations to an audience. This will likely increase their interest level.
- His depth of coverage, penetrating analysis, and willingness to present material from a variety of perspectives give his formal presentations a richness and insight that is appreciated by the audience.
- This person's showmanship and relish for being center stage makes a positive impact on an audience.

Persuasiveness

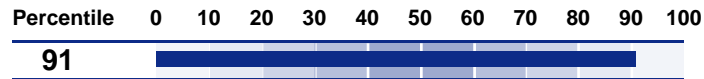


Ability to sell others on ideas, approaches, products, and services.

*Mr. Sample's level of performance on the dimension of PERSUASIVENESS is expected to be in the **VERY HIGH** range.*

- Mr. Sample's tendency to speak freely enhances his ability to persuade others.
- Mr. Sample has a knack for presenting himself and his proposals in a favorable light, which helps in persuasion.
- Shrewdness and subtlety are traits that help Mr. Sample persuade others.
- Mr. Sample is persuasive, in part because he truly enjoys others' attention and strives to be noticeable.
- His self-confidence makes him particularly effective at selling ideas, products, or services.
- Mr. Sample is competitive, and can be demanding if his goals require it. These characteristics significantly impact his ability to sell his ideas and influence others to adopt his way of thinking.
- He is willing to take risks to influence others.
- Mr. Sample has a knack for convincing others that he needs their support. This makes him particularly effective at persuading others.

Negotiation



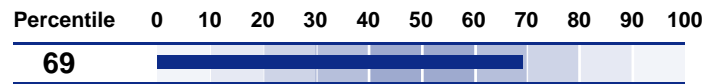
Ability to negotiate outcomes, which further the interests of the organization, and when possible, also further the interests of opposing groups.

*The expected level of performance for Mr. Sample in NEGOTIATING places him in the **VERY HIGH** range.*

- Friendliness and warmth are qualities of an effective negotiator. Mr. Sample is sufficiently high on these qualities to employ them successfully in negotiation.
- Mr. Sample is not overly individualistic. His willingness to depend on others facilitates his entering into collaborative relationships with them.
- Mr. Sample is attentive to getting the job done well. This motivation helps him achieve positive negotiating outcomes under competing demands.
- Negotiators need to put proposals forward in a positive light. Mr. Sample's ability to present ideas in a positive manner facilitates his ability to be a successful negotiator.
- In negotiation situations, Mr. Sample is able to take calculated risks in order to resolve competing perspectives.
- Self-assurance helps Mr. Sample achieve positive outcomes in negotiation.
- Mr. Sample is an insightful, socially savvy person who is able to be charming and diplomatic, or assertive and forceful, as the negotiation requires.
- Mr. Sample is able to maintain his composure and self-control under the pressure of stressful negotiations. His composure contributes to achieving mutually satisfactory negotiation outcomes.
- Because this individual is open, outgoing, and not shy about taking initiative, he can create an atmosphere in which the trust necessary for effective negotiation can develop.

Personal Managerial Qualities

Listening

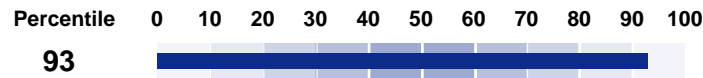


Ability to attend closely to the verbal communication of others, picking out the relevant information, conveying it to the other person, and understanding the message.

*Mr. Sample's score on LISTENING SKILL places him in the **ABOVE AVERAGE** range.*

- Mr. Sample is composed and even-tempered and is likely to be seen as a good and patient listener. His optimism, tact, and discretion inspire the trust of others who feel he has heard them.
- Mr. Sample is highly involved in his work, this makes him approachable to subordinates and co-workers.

Achievement and Motivation



The energy and motivation to work hard, strive to be successful, attain ambitious goals, and complete difficult tasks.

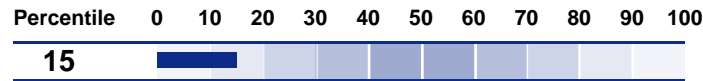
*The expected level of performance for Mr. Sample on ACHIEVEMENT AND MOTIVATION places him in the **VERY HIGH** range.*

- People who are good-natured and sociable, like Mr. Sample, are often regarded by others as enterprising and motivated.
- An enterprising individual who likes to take chances, Mr. Sample applies a high level of effort in working towards accomplishments.
- This person is hard driving, competitive, and goal directed. He is aggressive and impatient in pursuing his objectives, and demands a high level of excellence from others.
- Mr. Sample enjoys social activities and is very communicative. This helps him motivate others.
- His willingness to be drawn into a team and organizational goals facilitates task accomplishment.
- Mr. Sample feels a strong sense of involvement in organizational objectives.
- Mr. Sample possesses a sense of urgency about getting things done. He focuses on the value of time rather than on indulging in pleasurable pursuits or distractions.

Achievement and Motivation (continued)

- Mr. Sample is very concerned about the impression he makes on others and strives to maintain his reputation as a hard worker.

Self-Discipline

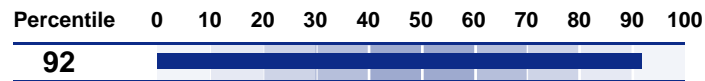


The ability to resist impulse, maintain focus and see a project through to completion.

*Mr. Sample's SELF-DISCIPLINE score is in the **LOW** range.*

- Individuals who are adventurous and bold in life, like Mr. Sample, are less likely to resist possibly dangerous actions.
- People who seek out complexity, such as Mr. Sample, tend to get carried away by intricate details rather than being concerned about the task at hand.
- One needs to show a certain degree of caution and conservatism to maintain focus. This may be a problem for Mr. Sample.
- Self-assured individuals are more prone to barge ahead without regard for potential difficulties. This may be true of Mr. Sample.
- Highly sociable individuals, such as Mr. Sample, are more likely to become distracted by idle interactions with others.
- Extroverted, outgoing, sociable people, like Mr. Sample, are easily distracted from the completion of a task.
- Mr. Sample appears to be rather impulsive. Difficulties in prioritizing and jumping from one task to another may interfere with his work completion.
- He may occasionally be preoccupied with gaining influence and with organizational politics. This can be a distraction, and may prevent him from focusing on completing the work at hand.
- Mr. Sample's tendency to be open to others' opinions and points of view may sometimes prevent him from maintaining the focus necessary to complete the task at hand.

Flexibility

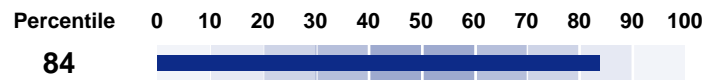


Ability to change and modify one's style or approach in order to adjust to changing circumstances or to attain an objective.

*Mr. Sample's expected performance level on FLEXIBILITY places him in the **VERY HIGH** range.*

- Projects that have an element of peril appeal to Mr. Sample. Thus, it is not surprising that he shows flexibility in accepting risk when required.
- Self-assured individuals, such as Mr. Sample, are more likely to enjoy challenges. They remain confident of success even when they are assigned unfamiliar tasks.
- Individuals who are concerned and involved in their work are more likely to respond appropriately to change.
- Mr. Sample is an outgoing person who is willing to assume novel roles to achieve his goals.
- Mr. Sample is an imperturbable person who copes effectively with everyday frustrations. This allows him to deal with various challenges and to change directions without becoming frustrated or rattled.
- He keeps his goals in mind and is flexible regarding the means to achieve them.

Independence

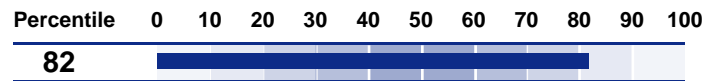


Ability to be self-starting and work independently of others when necessary.

*The INDEPENDENCE score for Mr. Sample indicates that he is expected to perform in the **HIGH** range.*

- Mr. Sample maintains high standards and is willing to work towards difficult goals. His desire to win is a strong impetus to independent task accomplishment.
- Mr. Sample is motivated to understand many areas of work and knowledge. This increases independence, as Mr. Sample prefers to think through a problem by himself.
- This individual is the kind of leader who is self-starting in rounding up others to achieve objectives. He gets things moving by organizing people as teams and convincing them that he needs them.
- A risk taker will likely learn to fend for himself on his sometimes-daring missions. This may be true of Mr. Sample.

Self-Esteem

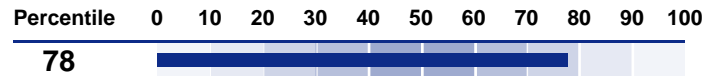


A high level of self worth and self-confidence.

*The projected level of performance for Mr. Sample on SELF-ESTEEM places him in the **HIGH** range.*

- People with the ability and motivation to present themselves in a favorable light are seen by others as self-confident.
- Mr. Sample is comfortable with people and has a high regard for his own social skills and abilities. Others generally perceive such people as self-confident.
- This person is a highly motivated, aspiring individual who articulates his goals clearly. This probably impresses others as a sign of confidence.
- Mr. Sample has the confidence to organize and lead work groups to realize organizational goals.
- He is not afraid of entering uncertain situations or venturing optimistically into uncharted waters.

Emotional Control

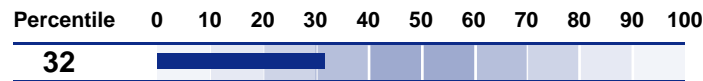


Ability to maintain personal composure during times of stress or pressure, when things are uncertain, or when faced with conflict or disagreement.

*The expected level of performance by Mr. Sample on EMOTIONAL CONTROL is in the **HIGH** range.*

- A calm, contented and easygoing manner helps Mr. Sample avoid stress and conflict with co-workers.
- Mr. Sample is successful at controlling feelings and frustrations at work.
- Mr. Sample is able to manage his time effectively. This helps him maintain emotional composure at work.
- Being more concerned about work than just having a good time helps Mr. Sample be seen as a stable, productive corporate citizen.
- This individual is diplomatic, tactful, and polite, even under stress. He is insightful, understands people, and avoids indiscreet comments.
- This individual is not one to voice strong unconventional opinions, suggesting self-control, a clear set of values, and a calm demeanor.

Dependability

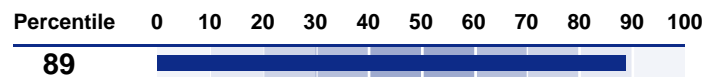


The ability to be counted on to meet commitments and deadlines.

*Mr. Sample's DEPENDABILITY score is in the **BELOW AVERAGE** range.*

- Mr. Sample tends to overcomplicate problems, which delays completing projects on time.
- His tendency toward risky behavior and assuming only best-case scenarios raises questions in others about his dependability.
- His tendency to appear to be moving in several directions at once interferes with the focus needed to complete a project.
- A propensity to gamble and cut corners interferes with his taking the necessary precautions and allowing enough time to complete his work.
- His belief that he can do no wrong and can talk his way out of any unpleasant situations impacts adversely on his dependability.

Ambition



The desire for increased influence, and/or for promotion in the organizational hierarchy.

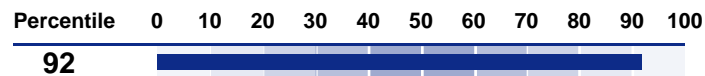
*The anticipated level of performance on AMBITION for Mr. Sample is in the **VERY HIGH** range.*

- Ambitious people are more likely to be active, spirited, and eager; traits that describe Mr. Sample.
- Mr. Sample is in touch with co-workers' feelings. He uses this understanding and their loyalty to him to implement his ambitious designs.
- Mr. Sample presents a favorable picture of himself to co-workers. This is consistent with his motivation to succeed.
- Mr. Sample enjoys the risks that come with added responsibility.
- Mr. Sample communicates his sense of urgency in achieving goals, causing others to see him as ambitious.
- Mr. Sample is competitive and works hard to achieve his goals. As a result, he will likely strike others as highly ambitious.
- Mr. Sample is a social, affable person who will draw on his friendships to further his goals and increase his influence.

Ambition (continued)

- This person is strong and energetic under stress. Tiredness or the possibility of illness does not interfere with his pursuit of additional responsibilities.
- The ability to seek to achieve a difficult solution to a problem enhances Mr. Sample's likelihood of gaining increased responsibility.
- Being outgoing and sociable creates an impression of the "go-getter" attitude that is associated with ambitious people.
- Organized individuals, like Mr. Sample, are more likely to seek and to obtain additional responsibility.
- Mr. Sample enjoys socializing with others. This helps his self-promotion.

General Leadership



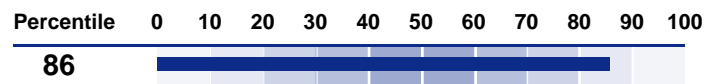
Ability to influence and direct the behavior of others in a certain direction, and to motivate, help and train subordinates.

*Mr. Sample is expected to demonstrate performance relevant to GENERAL LEADERSHIP EFFECTIVENESS in the **VERY HIGH** range.*

- Like most effective leaders, Mr. Sample is socially adroit, assertive, charming, and polished. As such, he is shrewd in persuading others to follow his lead.
- When interacting with others, this person displays the confidence and poise necessary for effective leadership.
- Venturesome, enterprising leaders, like Mr. Sample, tend to be seen as influential and as effective motivators.
- Mr. Sample's outgoing, attention-seeking nature should make the role of organizational leader come naturally.
- Individuals who place a high value on interpersonal interaction, like Mr. Sample, are well suited to fill the role of a group-oriented team leader.

Teamwork, Supervision, Planning & Productivity

Assuming Responsibility

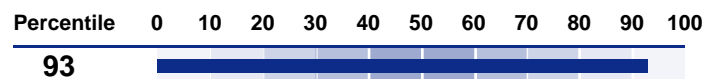


The willingness to take charge and exert influence, without being asked to do so.

*The expected level of performance in ASSUMING RESPONSIBILITY for Mr. Sample is in the **HIGH** range.*

- This person is concerned with excellence and is competitive. He will not hesitate to move to the foreground.
- His sociable nature and efforts to maintain associations with others, help Mr. Sample to take charge and influence others.
- He enjoys the company of others and seeks them out. Accordingly, Mr. Sample has no problem with assuming responsibility in a social situation.
- His tendency to act on the spur of the moment can be beneficial in situations where someone must take charge.
- When placed in unstructured situations with uncertain outcomes, Mr. Sample is not afraid of assuming responsibility.
- A strong sense of teamwork facilitates this individual's willingness to take on the burden of leadership.
- Mr. Sample is confident in dealing with others, making it easier for him to take charge than it would be for a shy or socially awkward person.
- Mr. Sample enjoys being the center of attention. Therefore, he has the inclination to take on additional responsibilities.
- Workers who like to present a favorable impression of themselves, such as Mr. Sample, are more willing to assist associates take initiative.

Vision



Having a sense of personal purpose and company direction, and providing subordinates with a compelling vision they can believe in.

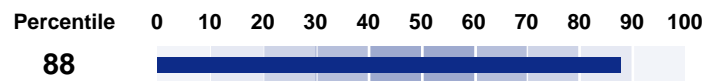
*Mr. Sample's predicted VISION performance is in the **VERY HIGH** range.*

- Mr. Sample's social savvy and ability to influence others help him to promote his vision and rally a group.

Vision (continued)

- Mr. Sample feels secure and confident enough to pursue his vision.
- Mr. Sample's idealism about achieving excellence promotes a long-term vision of the future.
- Mr. Sample shows a high degree of work involvement and is focused on organizational objectives. This allows him to develop and refine his vision.
- Mr. Sample is a risk taker who is open to change and new experiences. Such individuals enjoy proposing visionary goals.
- His quick-thinking, spontaneous style helps him develop visionary goals and communicate compelling ideas.
- Mr. Sample is encouraging and supportive. He realizes the importance of communicating a vision and of nurturing all employee efforts to realize it.
- Mr. Sample is a confiding individual who frequently seeks out others. As such, he is more likely to have long-term aspirations for the organization.
- Individuals such as Mr. Sample, who typically "put their best foot forward" in social situations, can effectively communicate their vision of the future.
- Mr. Sample can be thoughtful and analytical. This helps him develop a clear picture of the future.

Emphasizing Excellence



Setting challenging goals and high quality standards, and expecting subordinates to perform at their highest level. Letting subordinates know, in a clear, unambiguous manner, what tasks should be done and what results are expected.

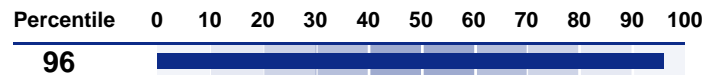
*Mr. Sample's level of performance on the EMPHASIZING EXCELLENCE dimension is in the **HIGH** range.*

- His orderly nature facilitates defining roles and expectations and following up on directives.
- Mr. Sample demonstrates a focus on excellence by being encouraging and supporting of others work.
- His concern for excellence is rooted in his vision of what is possible. Mr. Sample is willing to risk occasional setbacks in order to propose ways to improve existing methods and products.
- Individuals, such as Mr. Sample, who appeal for teamwork and help from others, often do so because of their desire to do the best possible job.

Emphasizing Excellence (continued)

- Achievement-oriented individuals, such as Mr. Sample, are more likely to expect high levels of performance from himself and from others.
- Mr. Sample's commitment to excellence is predicated partly on his desire to make a good impression on others.
- Mr. Sample displays a great deal of compassion towards others. Therefore, he is likely to provide feedback that will help them improve.

Organizational Spokesperson

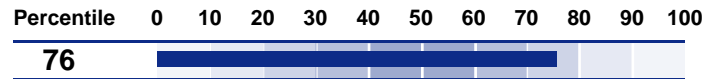


Serving as figurehead and spokesperson for one's unit, and effective in promoting and defending the interests of one's subordinates.

*As an ORGANIZATIONAL SPOKESPERSON, Mr. Sample projected level of performance is in the **EXTREMELY HIGH** range.*

- Mr. Sample is motivated to seek excellence. This contributes to his being a good representative in seeking the best for his unit.
- His strong demeanor and composure under stress allow him to project a confident image that effectively represents his organization.
- Mr. Sample's sense of duty and commitment to co-workers makes it easy for him to represent their best interests.
- A flair for the dramatic is an effective means for Mr. Sample to engage in dialogue that portrays a positive picture of the organization.
- Managers who present themselves well, such as Mr. Sample, are more likely to serve effectively as advocates.
- Mr. Sample frequently looks to co-workers for ideas and support, which seems to help his ability to serve as their representative.
- A willingness to express himself in uncertain circumstances is the earmark of a dynamic and energetic spokesperson.
- Sophistication and persuasiveness are two traits that help Mr. Sample in representation.

Subordinate Involvement

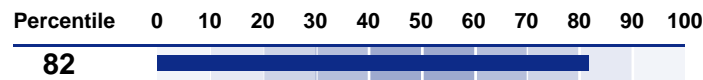


Consulting with subordinates, soliciting suggestions, and taking these suggestions seriously.

*The level of expected performance on SUBORDINATE INVOLVEMENT for Mr. Sample places him in the **ABOVE AVERAGE** range.*

- Mr. Sample's warm and sociable nature encourages others to approach him.
- His outgoing, confident nature, and his not being threatened by subordinates, allows him to solicit suggestions and to involve employees in the decision making process.
- Mr. Sample is very slow to anger; this facilitates subordinate involvement.

Facilitating Teamwork

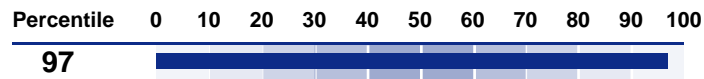


Ability to promote teamwork, cooperation and identification with the work group.

*The projected level of performance for Mr. Sample at FACILITATING TEAMWORK is in the **HIGH** range.*

- This person is an effective team builder in part because of his frankly admitting that he needs the help of team members.
- Mr. Sample is quick to "offer a helping hand." This increases his effectiveness in team-based environments.
- Mr. Sample is confident when dealing with others. He presents a positive role model for other people at work, and is therefore likely to become involved in team-based environments.
- Mr. Sample is a good team leader because he values interaction with other people. Accordingly, he is able to gain their support and facilitate cooperation.

Inspirational Role Model

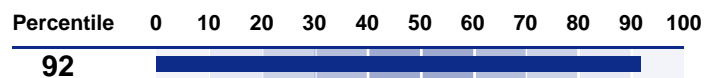


Ability to set a positive and inspirational example for subordinates to follow.

*Mr. Sample's anticipated level of performance as an INSPIRATIONAL ROLE MODEL is in the **EXTREMELY HIGH** range.*

- Caring for those in need of assistance is an essential trait to be perceived as a positive role model. Mr. Sample is sensitive to the needs of others and is therefore regarded as a source for guidance and direction.
- Mr. Sample is strong, resilient, and unencumbered by self-doubts. This enables him to provide others with a positive example to believe in and follow.
- This person sets an example of focused task-orientation. This seriousness of purpose inspires others.
- This individual presents subordinates with a clear set of values and ideals to rally around. This motivates others to act in a manner consistent with his goals.
- His spontaneity and free spirited style can be viewed as charismatic. Charismatic leaders are effective in motivating others to work for the good of the group.
- Mr. Sample is particularly effective in rallying others around a cause and is skilled in developing a cooperative work team.
- Mr. Sample can be suave, charming, and assertive in promoting his objectives. He effectively uses his strong interpersonal skills to inspire and influence others.
- Mr. Sample's venturesome spirit motivates co-workers to join him to pursue difficult goals; this is likely well received by others, thereby inspiring others and creating a positive learning environment.

Short Term Planning



The ability to establish short-term goals and objectives for subordinates and for the work unit, and to develop action steps to achieve them.

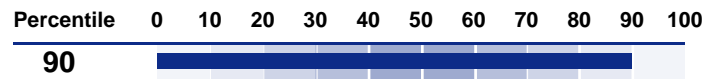
*Mr. Sample is expected to demonstrate performance relevant to **SHORT-TERM PLANNING** at the **VERY HIGH** range.*

- A strong sense of duty and responsibility leads Mr. Sample to plan carefully in order to meet his commitments.
- This individual is organized, structured, and planful. He strives to ensure that work is completed.

Short Term Planning (continued)

- By seeking advice from others Mr. Sample is able to build realistic plans and gain commitments to those plans.
- Mr. Sample's willingness to follow rules and direction helps him focus on setting priorities directed to achieving the organization's mission.

Strategic Planning

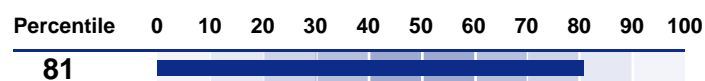


The ability to establish a long-range direction for the organization or unit.

*Mr. Sample's projected level of performance in STRATEGIC PLANNING is in the **VERY HIGH** range.*

- Competitive individuals, such as Mr. Sample, appreciate the need to keep up with the competition and stay on top of long-term trends and threats to the organization.
- Mr. Sample often seeks the advice of others. This puts him in a better position to foresee long-term organizational trends, opportunities, and threats.
- Mr. Sample is motivated to explore topics in great depth. His reflective personality aids in making definitive, long-term plans.
- His uninhibited intellectual style facilitates the creation of engaging visions.
- Daring individuals, such as Mr. Sample, are more willing to go where future outcomes are uncertain.

Organizing Others' Work

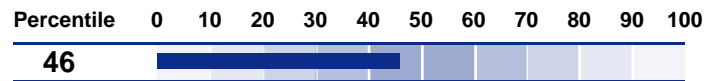


Clearly defining roles, responsibilities and expectations for subordinates.

*Mr. Sample's predicted score for ORGANIZING THE WORK OF OTHERS is in the **HIGH** range.*

- This individual's leadership style emphasizes efficient teamwork to accomplish goals. As a result, he provides subordinates with clear structure and guidelines.
- By confiding in and appealing to subordinates Mr. Sample stimulates discussion of roles, responsibilities, and expectations.
- A systematic approach to work helps Mr. Sample outline tasks for others.

Delegation

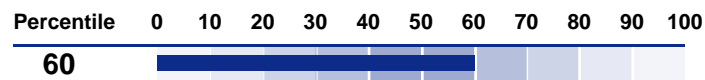


Delegating responsibility and authority to subordinates and allowing them discretion in determining how to do their work.

*The expected performance level on DELEGATION places him in the **SLIGHTLY BELOW AVERAGE** range.*

- Mr. Sample feels rushed to get things done in a timely manner. His preoccupation with deadlines may prevent him from delegating tasks because he lacks the time to organize the work for others.
- A worker who is dissatisfied at work, such as Mr. Sample, may see tasks as burdens and may want to avoid being the bearer of bad news by delegating work. A satisfied worker is more likely to see the delegation of responsibility and authority as opportunities for subordinates, which he is happy to provide.

Monitoring and Controlling

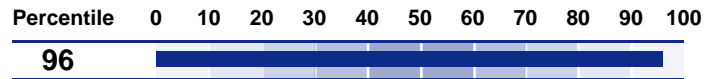


Checking on the performance of subordinates, giving corrective feedback, and disciplining firmly and effectively when rules are violated or performance is poor.

*The expected level of performance for Mr. Sample at MONITORING AND CONTROLLING is in the **ABOVE AVERAGE** range.*

- He has a well-organized, systematic approach to record keeping and performance evaluation. This facilitates the monitoring of subordinates.
- Mr. Sample's focus on teamwork keeps him in close contact with co-workers. As a result he is better able to evaluate their performance.
- Mr. Sample's style is to complete projects primarily through the efforts of others. He is therefore adept at keeping his finger on the pulse of the organization and monitoring the individual performance of each member of the team.
- His traditional values and tendency to judge people in terms of conventional standards make him naturally comfortable evaluating performance and providing firm discipline.

Motivating Others

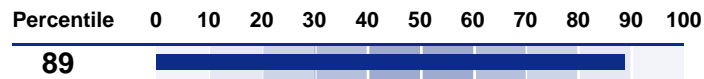


Showing enthusiasm and providing encouragement, recognition, constructive criticism and coaching to subordinates.

*Mr. Sample's anticipated level of performance in MOTIVATING OTHERS is in the **EXTREMELY HIGH** range.*

- His sense of responsibility to serve others, as well as a strong set of clear principles, are sources of motivation for others who seek something they can believe in.
- He is a warm, outgoing person who freely communicates with others. This enables him to communicate excitement and optimism.
- Mr. Sample identifies with the idea of teamwork. He is therefore likely to provide encouragement and support, which increases the motivation of others.
- Mr. Sample demonstrates the tact and social intelligence necessary to be a good leader and motivate people to work hard for the organization.
- Mr. Sample has a self-assured and poised demeanor. His confident leadership style is useful for motivating subordinates.
- His caring and helpful manner puts subordinates at ease and instills positive motivation.
- This individual's colorful, effervescent style gets subordinates fired up.
- By identifying closely with other people, Mr. Sample is able to gain their trust and to develop an understanding of what motivates them. He may be able to leverage this effectively by showing people how their goals and those of the organization are compatible.
- Mr. Sample's daring, venturesome behavior generates enthusiasm in subordinates.

Attracting Staff



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

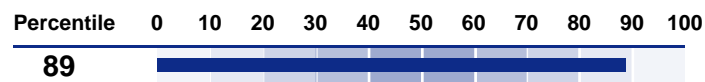
*The projected level of performance of Mr. Sample on ATTRACTING STAFF places him in the **VERY HIGH** range.*

- His tendency to follow through on commitments helps project a professional image on behalf of the organization. This helps to retain quality employees.
- He displays a warm and caring attitude towards his staff. This inspires co-workers to remain loyal and stay with the organization.

Attracting Staff (continued)

- Mr. Sample is sociable and amiable. He is able to both attract and retain staff with his friendly style.
- As an effective group leader, Mr. Sample fosters teamwork by using praise and showing appreciation and affection to make people feel really needed.
- His dramatic and expressive interpersonal style can promote effective interactions with other people, including job candidates that the organization would like to attract.
- Individuals who try to project a positive image of themselves and the organization are more likely to impress job applicants. This seems to be true of Mr. Sample.
- Mr. Sample is confident when dealing with others; this is favorable for attracting and retaining staff.
- Mr. Sample's friendliness is seen as appealing by job candidates and subordinates.

Productivity



Accomplishing an above average quantity and quality of work.

*The projected level of performance of Mr. Sample on **PRODUCTIVITY** places him in the **HIGH** range.*

- Mr. Sample's motivation to achieve long-term goals is consistent with high productivity.
- His persistence in working on projects for extended periods without distraction contributes to his productivity.
- Mr. Sample is concerned about not wasting time. This has a positive impact on his workplace effectiveness.
- People like Mr. Sample, who are very involved in their work, tend to be more productive.