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Abbreviated Sample Report

ABC Corporation

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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

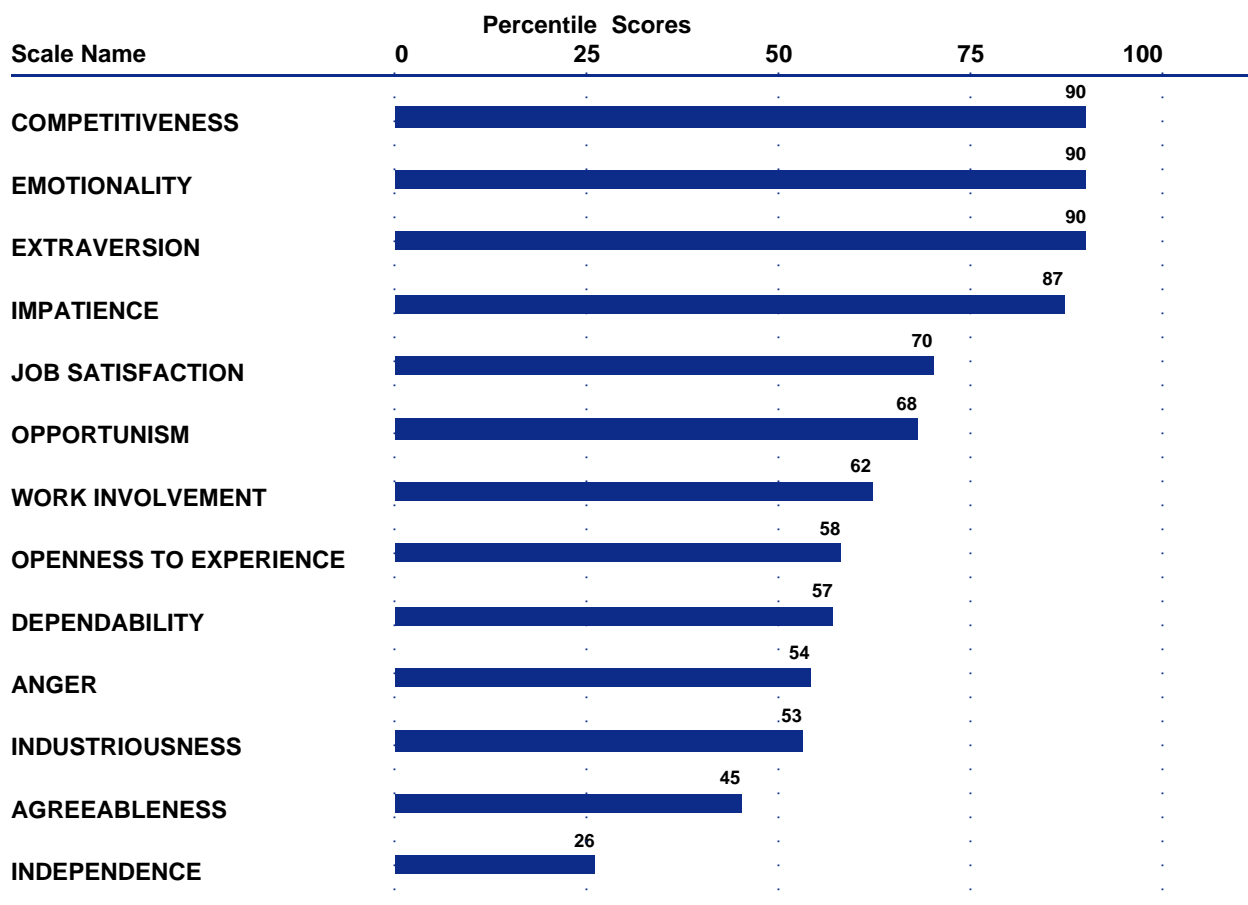
The personality scales on which the LDR is based are among the most carefully standardized and researched measures to be found anywhere. The statements in the LDR question booklet were derived from the Personality Research Form (PRF), The Jackson Personality Inventory-Revised (JPI-R) and the Survey of 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

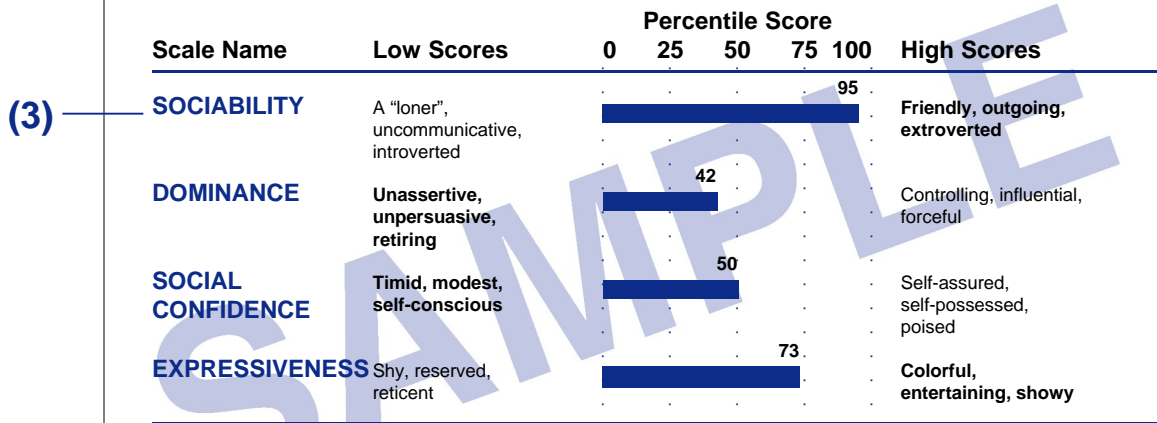
The Leadership Development Report provides you with percentile scores, given in bar graph format, on 25 personality characteristics. As mentioned before, these 25 personality characteristics each belong to one of 13 Leadership Dimensions, which in turn compose five broad leadership orientations.

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	
SOCIABILITY	A "loner", uncommunicative, introverted					70	Friendly, outgoing, extroverted
DOMINANCE	Unassertive, unpersuasive, retiring					85	Controlling, influential, forceful
SOCIAL CONFIDENCE	Timid, modest, self-conscious					97	Self-assured, self-possessed, poised
EXPRESSIVENESS	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.

In this sample report, only one leadership dimension, and four personality scales are presented. An actual report will be approximately 40 pages in length and provide personality profiles and development advice on the 13 leadership dimensions.

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

Douglas N. Jackson, Ph.D., is the author of a number of psychological tests and has published over 200 articles on personality assessment and psychological measurement in refereed journals. He has served as the president of the American Psychological Association's Division of Measurement, Evaluation and Statistics, and was awarded, among other honors, the Saul Sells Award for lifetime achievement in quantitative psychological research by the Society of Multivariate Experimental Psychology.

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