LSP
Leadership Skills Profile

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Development Report

Leadership Selection & Development

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Leadership Skills Profile - Development Report

Report for: **Sam Sample**
May 11, 2025

Introduction

The **Leadership Skills Profile (LSP)** is a unique, empirically based assessment that uses several personality traits to predict performance on 42 dimensions critical to effective leadership. This development report provides detailed feedback that will allow you to identify your personal strengths, as well as areas where growth and development may be beneficial.

The LSP Development Report contains five major sections:

- The **Leadership Skills Snapshot** lists your Personal Strengths and Development Opportunities on the full spectrum of leadership dimensions measured by the LSP.

- Your **Personal Strengths Chart** features the leadership dimensions that you can leverage to improve your effectiveness as a leader.

- Your **Development Opportunities Chart** highlights those leadership dimensions where you scored in the average to below average range.

- Your **Personal Workbook** provides tools and techniques to help you formulate a development plan that will keep you motivated and on track for success.

- The **Leadership Skill Definitions and Development Feedback** describe each leadership dimension and provide customized insight on how your personality may be affecting your leadership performance.

Before getting started, remember...

Given the complexity of human behavior, it is impossible to predict leadership performance with 100% accuracy. But understand that your LSP results are based on established empirical links between personality and leadership performance. While some of the results in this report may at first appear unrepresentative of your character, realize that the feedback most likely applies to you, at least under certain circumstances. For any results that you find surprising, try gathering additional perspectives by discussing them with trusted others.

The Leadership Skills Snapshot

The Leadership Skills Snapshot table on the following page organizes the 42 leadership dimensions into **Personal Strengths** and **Development Opportunities**. The dimensions are also ranked from highest to lowest according to your scores, meaning that the higher the leadership skill is positioned in the table, the higher your score on that dimension.

The Leadership Skills Snapshot includes:

- a list of the 42 leadership dimensions,

- your **Personal Strengths** and **Development Opportunities**, and

- a page reference to the **Leadership Skill Definitions** and your customized **Development Feedback**. It is important for you to read the definition of each leadership dimension in order to properly interpret its meaning.

Symbol Guide

Personal Strengths: You received a high score on leadership dimensions with this symbol. Remember, the higher the leadership dimension is ranked in the chart, the stronger your performance on that dimension.

Development Opportunities: Your Development Opportunities include the leadership dimensions where you received an average to below average score. Developing these leadership skills will help you improve your leadership performance.

Leadership Skills Snapshot

Leadership Dimension	Personal Strengths	Development Opportunities	Definition/ Feedback Page
Sensitivity	✓		p.15
Inspirational Role Model	✓		p.16
Social Astuteness	✓		p.18
First Impression	✓		p.20
Motivating Others	✓		p.22
Organizational Spokesperson	✓		p.24
Achievement and Motivation	✓		p.25
Interpersonal Relations	✓		p.27
Persuasiveness	✓		p.29
Flexibility	✓		p.30
General Leadership Effectiveness	✓		p.32
Open-Mindedness	✓		p.33
Short-Term Planning	✓		p.34
Vision	✓		p.35
Negotiation	✓		p.37
Risk Taking	✓		p.39
Ambition	✓		p.42
Strategic Planning	✓		p.44
Attracting Staff	✓		p.45
Productivity	✓		p.47
Decisiveness	✓		p.48
Emphasizing Excellence	✓		p.48
Conflict Management	✓		p.50
Assuming Responsibility	✓		p.51
Creativity	✓		p.52
Independence	✓		p.54
Facilitating Teamwork	✓		p.55
Self-Esteem	✓		p.57
Organizing the Work of Others	✓		p.58
Emotional Control	✓		p.59
Subordinate Involvement	✓		p.60
Formal Presentation	✓		p.61
Listening	✓		p.62
Monitoring and Controlling	✓		p.62
Analytical Orientation		⬆	p.64
Objectivity		⬆	p.64
Delegation		⬆	p.65
Technical Orientation		⬆	p.66
Dependability		⬆	p.66
Communication		⬆	p.68
Thoroughness		⬆	p.68
Self-Discipline		⬆	p.70

Personal Strengths Chart

The Personal Strengths Chart lists the leadership dimensions where you exceeded an above average score. The dimensions are presented from highest to lowest, and include a maximum of 10 dimensions.

Use the Personal Strengths Chart to determine the strengths that you can leverage to improve your leadership effectiveness.

Leadership Dimension	Definition	Feedback Page
Sensitivity	*Showing a supportive, considerate, sensitive, and caring attitude toward the needs, concerns, moods, agendas, interests, and aspirations of others.*	p.15
Inspirational Role Model	*The ability to set a positive and inspirational example for subordinates to follow.*	p.16
Social Astuteness	*The ability to accurately read and respond diplomatically to organizational trends and norms, as well as effectively deal with organizational politics.*	p.18
First Impression	*The ability to create a positive impact through social confidence, sincerity, dress, and verbal fluency.*	p.20
Motivating Others	*Showing enthusiasm and providing encouragement, recognition, constructive criticism, and coaching to subordinates.*	p.22
Organizational Spokesperson	*Serving as figurehead and spokesperson for one's unit, and effectively promoting and defending the interests of one's subordinates.*	p.24
Achievement and Motivation	*Demonstrating the motivation to work hard, be successful, achieve difficult goals, and complete challenging tasks.*	p.25
Interpersonal Relations	*Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships.*	p.27
Persuasiveness	*The ability to sell others on ideas, approaches, products, and services.*	p.29
Flexibility	*The ability to adapt one's style or approach in order to adjust to changing circumstances or to achieve an objective.*	p.30

Development Opportunities Chart

The Development Opportunities Chart lists the leadership dimensions where you scored in the average to below average range. They are ranked according to your LSP score, from highest to lowest, and include a maximum of 10 dimensions.

Note that when consulting the **Development Feedback**, you may receive positive feedback on some dimensions listed as your Development Opportunities. This is because your predicted performance on those dimensions was slightly above average, but not high enough to be considered a Personal Strength.

Leadership Dimension	Definition	Feedback Page
Analytical Orientation	*Demonstrating a preference for problems requiring precise, logical reasoning, and showing an ability to dissect and understand complex, multifaceted problems.*	p.64
Objectivity	*The ability to maintain a realistic perspective and keep personal biases to a minimum.*	p.64
Delegation	*Delegating responsibility and authority to subordinates and giving them discretion in determining how to do their work.*	p.65
Technical Orientation	*Demonstrating technical proficiency or expertise acquired through education, training, or experience.*	p.66
Dependability	*The ability to be counted on to meet commitments and deadlines.*	p.66
Communication	*Keeping subordinates and superiors informed about decisions, events, and developments that affect them.*	p.68
Thoroughness	*The ability to attend to detail and develop a comprehensive approach to problems.*	p.68
Self-Discipline	*The ability to resist impulse, maintain focus, and see a project through to completion.*	p.70

Leadership Skills Profile - Development Report

Personal Workbook

Workbook for: **Sam Sample**

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Next Steps

Once you have reviewed your **Leadership Skills Snapshot**, **Personal Strengths Chart**, and **Development Opportunities Chart**, you can initiate a practical and sustainable development plan. The **Personal Workbook** builds on the information already provided and explains how to maximize your gains from the LSP Development Report.

Note About Personal Development and Time Management

- Throughout the development process, an important point to keep in mind is that your personal resources are scarce. This means that you have limited time and energy to devote to your development, and that you will likely be forced to give up certain aspirations in favor of others.

- Time constraints make it necessary to prioritize. Prioritizing by focusing on some goals immediately, and saving others for the future, may be the most effective approach to continuous improvement.

- Rather than viewing this exercise as a one-time activity, think of it as the beginning of an ongoing development process with a clear direction that is backed by a realistic plan. This necessitates concrete timelines that allow you to systematically monitor your progress and successes, and to continually update and refine your development program. Entering key dates into your calendar or personal digital assistant (PDA) will help keep you on track for success.

Overview

This section begins with a "quick reference" to your **Personal Strengths** and **Development Opportunities Charts**. Next, two worksheets designed to increase your effectiveness as a leader are introduced: your **Personal Strengths Worksheet** and your **Development Opportunities Worksheet**.

- The **Personal Strengths Worksheet** builds directly from your **Personal Strengths Chart**. Completing the worksheet will help you learn how to leverage your strengths to maximize your leadership performance.

- Similarly, the **Development Opportunities Worksheet** builds on your **Development Opportunities Chart**, and can be used to create a sustainable action plan that will ensure continuous improvement.

Personal Strengths Chart

Leadership Dimension	Feedback Page
Sensitivity	p.15
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Development Opportunities Chart

Leadership Dimension	Feedback Page
Analytical Orientation	p.64
Objectivity	p.64
Delegation	p.65
Technical Orientation	p.66
Dependability	p.66
Communication	p.68
Thoroughness	p.68
Self-Discipline	p.70

Personal Strengths Worksheet Instructions

Begin by reviewing your **Personal Strengths Chart**. The leadership competencies listed in that chart are those where you exceeded an above average score. In other words, they are strengths that you can leverage to maximize your leadership performance.

In the **Personal Strengths Worksheet**, fill in the strengths that you would like to develop across a distinct set of time periods. Limit your focus to approximately two strengths at any given time to avoid over-committing yourself.

Worksheet Headings and Definitions

Time Period: Write specific dates next to the Short Term (current goals), On Deck/Medium Term (goals to work on after Short Term targets are reached) and Long Term (goals to work on after Medium Term targets are reached) time periods that specify when you expect to complete a given development phase. Write these key dates into your personal planner or PDA to monitor your progress.

Strengths: List the strengths that you wish to develop, but remember to be realistic. It may be difficult to work on five or ten leadership skills simultaneously, and such a broad approach is not likely to result in attainable goals. Instead, identify approximately two leadership behaviors to work on immediately, and place the others in the Medium or Long Term categories.

Essential Behaviors: Specify the behaviors that appear to be critical to demonstrating effective use of a given strength. The **Leadership Skill Definitions** will help you identify the relevant behaviors.

Action Steps: List the action steps that will help you leverage this strength. These steps should be clear and concrete, and should identify specific strategies for demonstrating the behaviors essential to the leadership dimension. Consult the **Development Feedback** for customized guidance on determining the techniques you can incorporate.

Feedback Raters: Identify the people that will be in the best position to provide feedback concerning your development on the leadership dimension in question, and seek their feedback after the relevant time period. Examples of feedback raters include peers, leaders, direct/indirect reports, coaches, and clients.

Done?: Check off the leadership dimensions once you have carried out the action steps and are ready to begin the next development phase.

Personal Strengths Worksheet

Referring to the **Personal Strengths Chart**, fill in the strengths that could be leveraged to improve your performance as a leader. Use the example below as a guide.

Time Period		Strengths	Essential Behaviors	Action Steps	Feedback Raters	Done?
Example		*Inspirational Role Model*	*- Setting an example by working hard and acting professionally.* *- Inspiring followers to work toward challenging and rewarding goals.*	*- Devote energy to team efforts and demonstrate my commitment to the group.* *- Recognize direct reports with praise and other rewards for completing excellent work.*	*- Direct Reports* *- Peers*	✔
Short Term	**Date:**	1.				
		2.				
On Deck/ Medium Term	**Date:**	3.				
		4.				
Long Term	**Date:**	5.				
		6.				

Development Opportunities
Worksheet Instructions

Consult the **Development Opportunities Chart** to view the leadership competencies where you scored in the average to below average. Improving these leadership skills will increase your overall leadership effectiveness.

Begin by choosing two leadership dimensions per time period. You can then establish action steps that describe how you will refine your Development Opportunities into strengths that you can leverage. The **Leadership Skill Definitions** and **Development Feedback** are useful tools for completing the worksheet.

Remember that when consulting the **Development Feedback**, you may receive positive feedback on some dimensions listed as your Development Opportunities. This is because your predicted performance on those dimensions was slightly above average, but not high enough to be considered a Personal Strength.

Development Opportunities Worksheet

Review your **Development Opportunities Chart** to select the leadership dimensions that you want to improve. If there are other leadership dimensions that you would like to develop, select them from the **Leadership Skills Snapshot** and include them in this chart as well. Follow the example below to get started.

Time Period	Development Opportunities	Essential Behaviors	Action Steps	Feedback Raters	Done?
Example	Delegation	- Giving direct reports appropriate decision power to carry out their work autonomously.	- Empowering direct reports by allowing them to make some decisions on their own. This will faciliate their personal development. - Remember to delegate tasks when I am busy. This will also free up time for my own work.	- Direct Reports - Coach	✔
Short Term Date:	1.				
	2.				
On Deck/ Medium Term Date:	3.				
	4.				
Long Term Date:	5.				
	6.				

Leadership Skills Profile - Development Report

- ## Leadership Skill Definitions
  Definitions of the LSP Leadership Dimensions

- ## Development Feedback
  Customized Development Feedback for Sam Sample

Sensitivity

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

Development feedback:

- You tend to be a warm and caring person who is regarded as approachable and sympathetic. You likely identify closely with other people and their problems, and value close emotional ties with others. These traits may lead others to see you as sensitive and supportive. Remember that, in addition to attending to people's needs and feelings, managers must meet commitments and accomplish mundane tasks and objectives. Try to maintain this fine balance.

- You appear to have a patient, even-tempered disposition, which likely contributes to your reputation for being considerate of others. These qualities will help you appease others, diffuse conflicts, and listen carefully to both sides of the story. Your staff may come to you with their problems since you likely demonstrate a patient understanding of workplace issues and concerns. It is important to recognize that there may be situations where firmness is warranted. You can combine your consideration of others' needs with firm goals and objectives in order to enhance efficiency with the daily flow of work activities.

- Your results suggest that you are highly focused on your work and dedicated to accomplishing important goals and objectives. As such, you tend to have a good understanding of the agendas, interests, and motivations of your colleagues and direct reports, and are typically willing to support them in achieving their goals. Try to maintain a balance between staying involved and avoiding the tendency to micromanage or closely monitor the affairs of your staff.

- You tend to be aware of how your comments and behavior affect others. This likely facilitates your ability to effectively convey a warm and sensitive image. Keep in mind that there might be a fine line between being diplomatic and unclear or vague about what you're asking for, so be sure to keep others abreast of new developments and expectations when you delegate tasks or deliver performance feedback.

Inspirational Role Model

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

Development feedback:

- Caring for those in need of coaching and assistance is a trait often associated with positive role models. You appear to be sensitive to the needs of others and willing to offer support and sympathy to co-workers, which in turn, will provide them with a source of guidance and inspiration. Recognize when to draw the line between providing constructive guidance and devoting too much time and energy to issues that are affecting your direct reports. Instead of sacrificing yourself for others, acknowledge the importance of reserving time to focus on your own priorities. It may be best for all involved if you empower your staff to deal with their own issues and give them the lead role on problems that may be affecting their work.

- You tend to be self-confident, secure, and unencumbered by self-doubt in most social situations. These qualities allow you to set a positive example that others can believe in and follow. Although this strong presence can typically inspire others and command respect, it's still important to stay grounded, as you could run the risk of being perceived as over-confident. By actively seeking feedback from others, you will come across as accountable for your actions and willing to listen to and accept constructive criticism.

- You tend to be absorbed in and dedicated to your work. This sense of purpose and commitment likely sets a positive example for others. Showing genuine interest and commitment to your work can create the context for goal achievement and task accomplishment in the workplace. Devote the same intensity to team efforts as you do to your own priorities and responsibilities, and your staff may become motivated to match your level of commitment to group projects. Provide team members with sufficient recognition and praise to encourage them to remain dedicated to their work.

- You tend to present the group with a clear set of appealing values and ideals to rally around. These values may resonate with your direct reports, which in turn, serve to motivate and inspire them. However, some people may not identify with traditional values and customs, as this could stifle their creative motivation. Try to recognize that there are probably some policies and approaches that may be outdated and it may not be necessary to follow these to the letter. Remember to suggest new ways of doing things to stimulate those who may prefer a challenge or a change of pace.

Inspirational Role Model (continued)

- Your tendency to enjoy being the center of attention may lead others to perceive you as outgoing and charismatic. Charismatic leaders draw others in with their charm and wit, and they are often effective at motivating others by setting a positive example in the workplace. This may be because they are inclined to take "center stage" and capture the attention of an audience. However, there may be times when your dramatic tendencies could be counterproductive, such as when you are trying to convey an important message. Don't always do things for the benefit of getting a reaction out of others; you can also inspire your direct reports by providing support and recognition for their achievements.

- You tend to seek out the advice, support, and opinions of others. As a result, you tend to be informed about others' needs and wants, which in turn, may contribute to your ability to rally the team around a common set of goals. Your consultation with others also shows that you value their opinions and contributions. As such, they may be inspired to do whatever it takes to support team goals and objectives. Although you may enjoy the interdependency inherent in team roles, make sure team members do not feel overwhelmed by appeals for support and assistance. Leave them time to focus on their own work, and wait for scheduled team meetings to solicit their advice.

- You tend to be tactful, diplomatic, and skilled at persuading others to achieve a particular goal. You can typically use your strong interpersonal skills to inspire and influence others. These are important traits for a leader to possess; your shrewd, sophisticated style likely commands attention and effectively motivates and inspires staff members. Remember that part of your job is to set a positive example for staff members to follow. Make sure that people don't see you as trying to advance your own personal interests at the expense of others. If one of your direct reports is instrumental in achieving an important milestone, publicly recognize his or her contribution and try not to let important accomplishments go unnoticed.

- Your venturesome spirit likely motivates co-workers to join you in the pursuit of challenging goals. Your confidence in the face of uncertainty is likely inspiring to others, and creates a positive learning environment. Staff members probably feel comfortable following your lead, even if they are not natural risk-takers themselves. This can help them learn your strategies and methods for informed risk taking. You may even inspire them to take on an unexpected challenge. Remember that certain risks can have an influence on many people - take calculated risks that will bring payoffs to those invested.

Social Astuteness

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

Development feedback:

- Your responses suggest that you tend to listen to advice offered by co-workers and associates, which likely contributes to your reputation as someone who is socially astute and sensitive to organizational dynamics. Because of your tendency to willingly accept social obligations, others likely trust that you attend to organizational trends, norms, and changes. Be careful not to take participative management and subordinate involvement to an extreme. At times, the effective leader must take sole responsibility for a decision.

- You tend to be hard working and aspire to accomplish difficult goals. You likely recognize that behaving in a diplomatic, socially attentive manner is integral to achieving your objectives. Your tendency to engage in political behavior, paired with the motivation to read and respond astutely to others, will likely benefit your team's performance. Remember that good leaders are not always preoccupied with collecting a string of personal successes, but rather helping others to find their own success. In order to do this, try modifying your approach to suit the personality and style of each staff member.

- You appear to value close ties with others and tend to enjoy interacting with people. This likely allows you to adopt a diplomatic and tactful interpersonal style that promotes positive relationships within the workplace. Your direct reports probably feel that you understand them, as well as organizational norms and trends that affect the work environment. Remember that having a natural inclination to get close to people carries the risk of over-involvement; try to avoid creating a conflict of interest between friendship and business roles.

- You tend to be an entertaining individual who knows how to win the attention of others and keep a crowd interested. This ability to play to the interests of others likely helps you promote the agenda of your work group and deal effectively with organizational politics. Make sure you know when to hold back on your dramatic, showy tendencies. There may be times when it is more important to stay "behind the scenes" by listening attentively, reading others' reactions, and taking a subtle approach to managing organizational politics.

- You appear to enjoy taking a chance and exposing yourself to situations with an element of risk. Adventurous and bold individuals, like yourself, tend to be skilled at reading and responding to organizational trends and norms, as this helps them achieve the necessary support to successfully navigate risky ventures. Try to be diplomatic and show respect for all sides of a situation - if you are thinking of pursuing a risky venture, be sure to consider whether your teammates will feel it is worth the gamble.

Social Astuteness (continued)

- Your responses indicate that you tend to be confident, composed, and self-assured in social situations. This style likely helps you deal effectively with others and exert influence on behalf of your direct reports when necessary. Remember that even the most socially confident and skilled individuals can miss cues or misinterpret words or intentions. When you feel you may have misunderstood someone or misread a shift in team dynamics, be upfront and ask team members directly. They will likely appreciate your efforts to understand their perspective.

- You appear to have an appreciation for conventional customs and beliefs, which likely helps you understand the importance of adhering to organizational norms. In turn, you are probably able to effectively navigate the political climate. Your traditional views may be reassuring to those who share them, but may suppress or discourage those who take a more liberal stance. Rather than simply dismissing perspectives that differ from your own, make an effort to accommodate others' viewpoints. This approach will enhance your ability to deal with others with tact and diplomacy.

- Your tendency to be diplomatic, charming, and socially perceptive likely makes you an astute observer of political trends within the organization. Thus, you likely know how to leverage your influence in order to further the goals of your team or unit. Try to consider how your behavior may come across to others so as not to be perceived as manipulative. Remember to put yourself in others' shoes, stay genuine in what you say and do, and always try to consider the other person's position.

- You typically like to collaborate with others and seek co-workers' input and support. Your direct reports likely appreciate the chance to contribute. This can be beneficial for building relationships, and can help you capitalize on organizational politics and trends. In addition to seeking others' input, work on developing an internal support structure. Listen to your own intuition and trust your own judgment. Part of understanding others' behavior lies in self-awareness and a curiosity about human behavior in general.

- People who strive to portray themselves in a positive light are generally perceived as socially astute. Your apparent concern with self-presentation and personal reputation are important components of social intelligence. You are likely aware of how and when to adjust your behavior to accommodate changing situations and interpersonal demands. Remember that when modifying your behavior in response to different situations, it's important to strike a balance between using engaging, yet factual dialogue.

- You appear to be a sympathetic, caring person who provides assistance to others when they are in need of helpful guidance or support. Your capacity to show consideration and responsiveness to others' needs should help you stay connected with organizational trends and avoid politically damaging conflicts. Your caring nature may, at times, prevent you from using influence tactics with staff and colleagues. Remember that persuading and influencing others is an important part of forming critical business deals and relationships.

Social Astuteness (continued)

- Your responses indicate that you tend to be mild-mannered, calm, and even-tempered. This conciliatory approach likely helps you patiently read others' reactions and respond in a way that prevents you from making enemies or taking unpopular stands. Be aware that there may be some situations in which becoming "riled up" may set the tone for expressing certain ideas and encouraging others to take action. Learn how to effectively regulate your expression to get the most out of direct reports.

First Impression

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

Development feedback:

- You appear to enjoy being the center of attention and engaging in behavior that wins the notice of others. Colorful, entertaining people, like yourself, tend to make memorable first impressions. If your position requires that you act as spokesperson for your unit, you will likely be able to make a strong impact. However, when meeting new colleagues and professional contacts, be sure to balance your enjoyment of being the center of attention with time spent listening and getting to know the other person.

- Your results suggest that you are generally motivated to convey a positive image of yourself and monitor how your behavior affects others. As a result, you tend to be adept at creating a positive first impression. Try not to be so concerned about making a good impression that you can't just be yourself. Remember to be genuine when getting to know others, as people may pick up on a lack of sincerity.

- Dependable and responsible individuals, like yourself, tend to feel a strong obligation to be honest and upright. As such, you are probably highly regarded by others, which helps create a positive first impression. However, be aware that for every situation where right and wrong behaviors are clear, there are others with ambiguities. When meeting someone for the first time, don't be too quick to pass judgment - it takes diverse personalities to create a dynamic and creative team.

- Your responses indicate that you tend to be adventurous and bold. You likely capture the attention of others, thereby creating a positive first impression. Having a sense of adventure can also serve to engage and inspire others. Keep in mind that although your willingness to take risks may give you a dynamic and even exciting image, it may also make new or inexperienced employees feel nervous or unsure about your ability to lead the group. Be aware that what you perceive as a reasonable risk may seem reckless or dangerous to someone else. Share your rationale for pursuing a risky venture when speaking with people that are new to your style.

First Impression (continued)

- Your results suggest that you are typically involved and dedicated to your work. Your reputation for hard work and commitment to the job contributes to your ability to create a positive impact on new acquaintances and business contacts. However, when meeting people for the first time, try talking about lighter issues that are not directly related to your job. Demonstrating a well-rounded interest in many topics will help to make a personal and memorable connection with others.

- You appear to be socially astute and able to accurately read others' intentions and expressions. This quality, coupled with a savvy, sophisticated, and persuasive style likely contributes to your ability to create a good first impression. Others likely appreciate your socially appropriate and engaging conversational skills. Make sure you keep an open mind and avoid rushing to make judgments about people you have just met. First impressions may not always be accurate. Once you have drawn people in with your social wit, make sure you follow through with your promises in order to maintain a lasting impact.

- You appear to be a socially confident individual who shows presence and self-assurance in interpersonal situations. You probably find it easy to create a positive first impression with others. This quality can be especially effective in roles that involve being a spokesperson for your organization or unit, as it likely helps you express yourself clearly and with conviction. However, be sure to preserve a healthy sense of humility and try not to let your high self-esteem manifest itself as arrogance. To guard against this possibility, maintain a quiet confidence in your ability to lead others.

- Your responses indicate that you tend to easily connect with others and put forth extra effort to win friendships. These qualities help you create a positive impression on others. As such, your direct reports likely enjoy working with you and you are likely effective at attracting top talent. Try not to become too concerned with making friendships and forming close bonds with co-workers. Although your friendly nature may contribute to your popularity, others may see you as being overly eager to please. This may cause certain people to lose respect for you, even though they may like you personally.

- Your results suggest that you are generally self-controlled and even-tempered. These tendencies probably set people's minds at ease, and leave positive impressions on business associates and co-workers. Remember that, when meeting new people, it may be necessary to be enthusiastic and charismatic to get them "charged up" about an idea or a business deal. This should help ensure that they don't mistake your calm tendencies for indifference or disinterest.

- You appear to be a complex thinker who is likely seen as insightful and interesting. Your style often captures the interest of others and typically helps you make a good first impression. Your direct reports likely see you as someone who will always be ready and willing to reflect deeply before sharing your valuable opinions and advice. Remember that others may not appreciate critical thought as much as you do, and some people may need time to digest complicated information. Make sure you don't lose patience with those who find it difficult to understand and follow your train of thought.

Motivating Others

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

Development feedback:

- Your sense of responsibility to others and your strong set of clear principles tend to provide a source of motivation for team members who are looking for something to believe in. Team members likely admire your tendency to behave honestly and ethically. Your sense of responsibility to promote the development and growth of your direct reports may help you realize how important it is to frequently provide them with encouragement, recognition, and constructive criticism. However, consider that you may, at times, demand too much of your staff. Focus on their personal achievements and reward a "personal best." Discourage competition among co-workers and try not to judge those who do not meet your initial expectations.

- You tend to be warm, personable and likely enjoy being around other people. Because of your people skills and positive relationships with others, you are likely able to effectively inspire and motivate your team. Your natural predisposition to preserve positive, rewarding interpersonal relationships likely helps you deliver constructive criticism in a way that is easy for the group to understand and accept. By making personal connections with your direct reports, you may feel comfortable to freely communicate your expectations in a way that encourages them to feel valued and well-informed on matters affecting their work environment.

- You tend to seek support and advice from others and may be inclined to reciprocate by encouraging, motivating, and supporting your staff members in their pursuit of work-related goals. You probably value open communication and sharing of ideas. Because you are willing to give the floor to others, team members are typically motivated to work cooperatively. Make sure you balance your tendency to seek advice from others with occasionally taking charge and making an executive decision on behalf of the team.

- You typically demonstrate the tact and social intelligence necessary to be a good leader, offer constructive criticism, and motivate people to work hard for the organization. You tend to be skilled at persuading others to achieve their goals and are likely intuitive, clever, and diplomatic. These skills probably allow you to effectively motivate and coach your direct reports. Remember that, in certain circumstances, social intelligence can be applied to manipulate people - always be vigilant about objectives that appear to further your own self-interests. Focus on motivating and leading others to achieve their personal goals.

Motivating Others (continued)

- You tend to be self-assured and poised in social situations. Your positive influence and social presence may motivate employees and inspire confidence in your ability to lead the team. Make sure you let your direct reports have the spotlight when deserved. Although your social confidence may be necessary to gain attention and respect from others, you may, at times, be denying employees their chance to stand out or speak up. Your direct reports will likely want to perform their best for you if you show confidence in their ability, but remain modest enough to let them take credit for accomplishments you help them achieve.

- Your caring and helpful manner likely puts your direct reports at ease and provides the encouragement, support, and guidance needed to achieve goals. When you put forth the extra effort to show sympathy and a genuine interest for others' needs, they will likely feel motivated to perform to their highest ability. Keep in mind that you could get wrapped up in others' personal or emotional problems. Try to detach yourself from relationships with individuals who take more than they give, as this could interfere with your ability to motivate the team as a whole. When it seems appropriate to do so, try to distance yourself from direct reports who consume too much of your time.

- Your vibrant, expressive, and exciting demeanor is likely to get employees fired up. This dramatic approach can instill the enthusiasm and motivation needed to rally the team around a common goal. However, there may be certain situations where this motivational style will be less effective, and a subtle, more supportive style might serve to inspire direct reports on a deeper level. Practice your one-on-one motivational strategies, which might include providing individual recognition and constructive feedback when coaching your direct reports.

- By identifying closely with other people, you may be able to gain their trust and develop an understanding of what motivates them. You can then use this information and knowledge to show employees how their goals are compatible with those of the organization. Although staff members probably respect that you genuinely care about their needs and personal objectives, you run the risk of trying to appease others at the expense of meeting commitments and obligations. Try to remain objective when it may be necessary to advance project work. Remember to avoid favoritism or bias towards certain employees or situations.

- Your daring, venturesome behavior likely generates enthusiasm among staff members and motivates them to take informed risks in order to reach their goals. They probably look forward to discovering what you will think of next to inspire them. However, there may be a fine line between taking an informed versus an uninformed risk. Try to maintain stability by seeking the advice of co-workers when weighing the costs and benefits of a risky move. By including employees in important decisions, they will likely be willing to work hard to meet objectives, and might also feel less anxious about the state of their work environment.

Organizational Spokesperson

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

Development feedback:

- You are generally motivated to strive for excellence in pursuit of your goals. This likely helps you represent the team in a positive way and obtain the best outcome for your unit. Because you may respond favorably to competition, you may also be motivated to surpass other departments in terms of gaining status and recognition for your team, and acquiring extra resources that will give you a clear advantage over the competition. However, you might not always know when to draw the line and recognize when you may have misrepresented your team. Make sure you are clear on the facts prior to publicly representing your team's position.

- Your social confidence and self-assurance in group situations likely allows you to project a confident image. Others may see you as a credible, skilled lobbyist and team advocate who is able to effectively negotiate rewards for your team or organization. You are probably aware that if you present a confident image when requesting better conditions or when promoting team accomplishments, others may be more receptive to the urgency and importance of your requests. Remember not to go to the bargaining table too frequently or too assertively. Raise only the most important points, or you will risk losing the attention of your listeners.

- You typically assist others whenever possible and tend to have a nurturing and sympathetic interpersonal style. Your ability to sympathize with others' needs may make it easy for you to relate to them and represent their best interests. Because of these tendencies, your direct reports likely look to you as their spokesperson and expect you to rally support on behalf of the team. Keep in mind that there will be times when you'll have to put aside your personal feelings in order to make objective decisions or "lay down the law" and encourage employee productivity.

- A flair for the dramatic and a desire to be noticed by others likely allows you to serve as figurehead for your team or organization. Because you seem to enjoy being the center of attention, and you have an ability to engage an audience, you are likely a good candidate for serving as the unit's spokesperson. Although an engaging style will likely improve your chances of getting what you want, an overly dramatic style might be counterproductive. To be taken seriously during important business meetings, it may help to lower your tone or voice and slow down your speech.

- People like yourself, who tend to care about the impression they leave with others, are quite capable of presenting a favorable image of the organization. As such, you are likely an effective organizational spokesperson and team advocate. You tend to know just the right words to use in order to get your point across and create a positive impression of your department or team. By continuing to make a strong effort to portray yourself, your teammates, and your department in a favorable light, you will likely earn respect and substantial benefit or rewards on behalf of the team. Although you may feel that you are accurately portraying yourself and the unit, beware of the negative consequences associated with bragging. Know when to "rest your case" and allow someone else to take the floor.

Organizational Spokesperson (continued)

- You frequently look to others for ideas and support, which may help you get to know them and develop a good understanding of their work styles. This insight should allow you to serve as an effective organizational spokesperson. However, keep in mind that there will be times when you need to provide independent judgments and evaluations. It may sometimes appear inefficient or unprofessional if you cannot offer a perspective without first gaining support and approval from others.

- A willingness to take a chance when faced with uncertain circumstances likely contributes to your ability to be a dynamic and engaging spokesperson. You may have a tendency to "go out on a limb" for your organization and are willing to do what it takes to gain support and recognition from outside parties and business associates. However, when representing and defending others' interests, you may risk losing ground if you make comments or assertions that do not represent the views of your teammates. When promoting or defending others, try writing out your speech or proposal beforehand. This may help you regulate and control the words you choose in order to ensure that you are accurately capturing the position of your co-workers.

- Sophistication and persuasiveness are two traits that may help you in representing the organization and defending the interests of your staff. Your social intelligence likely enables you to accurately read others' reactions and tailor your approach accordingly. Additionally, you are probably able to talk your way in and out of situations. These attributes contribute to your ability to present a tactful and diplomatic image. Some people might be wary of your suave, persuasive approach and your tendency to get what you want. Remember that genuine appeals tend to be most effective at influencing others.

Achievement and Motivation

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

Development feedback:

- Your tendency to take on several different projects at once likely contributes to your reputation as a motivated "go-getter." This tendency to have a number of projects on the go will probably lead your co-workers to see you as someone who is motivated to work hard and attain ambitious goals. As you've probably learned in the past, this impulsive approach makes it more difficult to finish a job or close the deal. If you are being pulled in several different directions at once, it can be tough to find the time and energy to complete all your work. Make sure to "pencil in" time every week so that you can make steady progress on each project you are working on. In the future, think carefully before you accept the responsibility of yet another interesting assignment.

Achievement and Motivation (continued)

- People who enjoy being noticed by others are often motivated to work hard and be successful. You typically enjoy being the center of attention and performing or speaking in front of a crowd. Others may perceive you as enterprising and motivated since you likely express yourself freely and call attention to your accomplishments. Remember that your role as a leader is that of a guide or coach. Practice staying in the background and simply working to facilitate the team's growth process. Sometimes the most valuable lessons come from subtle guidance that allows others to discover the best course of action on their own.

- Your responses suggest that you tend to have an enterprising nature and a willingness to take calculated risks. This likely contributes to your drive to be successful and achieve difficult goals. To ensure a positive outcome for any project that involves some risk, remember to devote time and energy to monitoring its progress. To increase others' motivation, try assigning them a phase of a project that involves an element of risk. This shows that you trust them to help you with important pieces of the project.

- You tend to be driven, competitive, and goal-directed. You likely pursue your objectives with a certain degree of intensity and purpose. As such, you typically demand a high level of excellence in your work. Try to apply some of your own motivational strategies when managing others, but when doing so, make sure you adjust your strategies to account for different levels of subordinate motivation. Also, avoid setting your expectations at a level that could be stressful to others.

- You likely enjoy social activities and engaging in casual conversations with co-workers. This may help you to communicate effectively with others in order to gather the information needed to complete difficult team projects. However, don't let your sociable nature allow you to become distracted from completing tasks. Set a positive example for others by showing that you are able to focus intently on important projects.

- You tend to seek help and support from others, which likely contributes to your ability to accomplish ambitious goals. This is because you are likely able to build a network of support that can be called upon to help you think through problems and accomplish tasks. However, make sure that others don't see you as overly dependent on their contributions. Part of the image of a strong leader includes the ability to make things happen on your own.

- Your results suggest that you tend to feel a strong sense of involvement in your job and commitment to organizational objectives. As a result, you likely focus a lot of energy on striving for excellence. Although your work may be inherently motivating to you, others may not share your enthusiasm. Try to consider what might motivate others, such as working conditions, resources, or opportunities for social interaction. Identify the preferences of direct reports and implement changes that will serve to enhance their involvement in their own work.

Achievement and Motivation (continued)

- You may be preoccupied with planning, sticking to schedules, and meeting work deadlines. You likely possess a sense of urgency about getting things done on time. This tends to help you stay organized and on track for reaching important milestones and achieving ambitious goals. However, make sure you don't sacrifice quality for quantity, and try to stay "in tune" with staff member needs. Schedule time into each day to check the quality of your work and establish meeting times for direct reports to share their concerns and raise important issues.

- You tend to be concerned about making a positive impression. As a result, you likely strive to maintain your reputation as a hard worker who is successful in achieving your objectives. You likely recognize the benefit of describing yourself favorably when representing your unit or organization. However, avoid overstating your successes and accomplishments since others will likely see through any attempt to convey an exaggerated image that is inaccurate or fabricated.

Interpersonal Relations

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

Development feedback:

- You appear to enjoy being the center of attention and engaging in behavior that wins the notice of others. This socially bold, expressive style may help you easily and comfortably approach new business contacts and turn them into acquaintances. An engaging style may also promote strong interpersonal relationships with others. Be careful that your desire to amuse or entertain does not interfere with creating an image of a dependable and competent leader.

- You appear to be a socially intelligent individual who is skilled at influencing other people. Your social charm and diplomacy likely make it easy for you to develop meaningful personal connections with co-workers and colleagues. Keep in mind that there is a fine line between being diplomatic and being unintentionally deceptive by telling others what you think they want to hear. Be careful not to damage your credibility by stretching the truth. Use your social intelligence wisely by staying "in tune" with others and attempting to relate to them in a warm and friendly manner.

- Your responses indicate that you tend to be quite involved with your work - often to the exclusion of other activities. You likely understand that relating to others at work and maintaining relationships enhances your own productivity and ability to accomplish team goals. If you find your common interests with staff are primarily centered on your work, try to broaden your perspective and talk to co-workers about issues unrelated to your work. This could give you a better sense of their personal strengths, interests, and motivations.

Interpersonal Relations (continued)

- You appear to enjoy being with people and typically make an effort to win friendships and maintain social networks. Personable and social individuals, like yourself, naturally seek out opportunities to connect with business contacts. This likely has a positive impact on others. Be aware that placing a heavy emphasis on relationships can result in neglecting specific daily tasks. 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 priorities. Ask yourself whether you are striking a balance between your need for people and the need to get things done.

- You tend to be even-tempered and able to remain calm in stressful situations. This trait makes it unlikely that you will undermine important relationships by saying things that may offend or frustrate others. As such, you probably maintain productive business relationships over time. Be aware that there are some situations where expressing your displeasure is necessary, such as preventing others from taking advantage of you or accurately conveying your feelings on an important matter.

- You tend to be helpful, supportive, and caring toward friends and colleagues. This likely promotes the development of strong interpersonal ties, because you are perceived as someone who is willing to put your own interests on hold in favor of managing relationships. Encouraging positive interpersonal connections will likely improve a manager's credibility and popularity. Remember to balance your kindness with fairness and objectivity. Provide direct reports with guidance, constructive counseling, and independence to support their growth and development.

- Your results suggest that you tend to be self-assured and poised. This style contributes to your ability to create and maintain effective interpersonal connections. Be aware that confident people can overwhelm and even intimidate those who are less secure. Make sure you empower direct reports by giving them opportunities to contribute to the team effort. Encouraging team members to speak their minds and helping them implement their creative ideas will allow them to develop confidence in their own abilities.

Persuasiveness

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

Development feedback:

- You may have a tendency to speak and act freely, without deliberating or second-guessing. Your uninhibited and spontaneous style may create a "buzz" around your ideas and approaches, which in turn, may help you engage and persuade co-workers and potential clients. This free-thinking style can also contribute to a climate where staff members are motivated to share their own ideas. However, be careful about pursuing approaches that are not well thought out. Spend some time planning and thinking about key issues and potential obstacles before you try to sell your ideas to others.

- Your pattern of responses suggests that you are likely concerned with creating a positive impression on others. You seem to have a knack for presenting yourself and your proposals in a favorable light, which helps in persuading others to view your ideas and suggestions as appealing and desirable. You likely understand the benefits of tailoring your approach, the language you use, and your presentation style to your audience. Try to always be genuine in your attempts to persuade others.

- You appear to be sensitive to the effects of your behavior on others. As such, you are likely able to monitor and, if necessary, adjust your communications in order to persuade others to support your ideas. You are likely perceived as someone who is skilled at promoting new methods and ideas because you tend to accurately "read" staff members' reactions and tailor your approach accordingly. Make sure that you are always using your interpersonal skills and insight appropriately. Try not to stretch the truth or make unrealistic promises.

- You seem to enjoy being the center of attention and entertaining others. You are likely persuasive because you truly enjoy others' attention and strive to be noticed in a crowd. Your dramatic and engaging style may encourage your staff to pay attention to your ideas and approaches. However, in some cases, your ability to persuade might involve being able to listen deeply to people's concerns about your proposals and ideas. Try to remember that your showmanship can only take you so far. You must back up your words with a sound promise to deliver quality products and follow through with concrete plans to achieve team goals.

- Your responses indicate that you likely demonstrate a strong presence in most social situations and you tend to be self-assured and socially confident when dealing with others. Your level of social confidence may allow you to effectively sell your ideas or products. Don't forget that high self-confidence can sometimes be misinterpreted by direct reports as an inflated sense of self-importance. To avoid alienating colleagues and employees, it may be prudent to defer to their knowledge or expertise when it seems as though they could offer a unique perspective.

Persuasiveness (continued)

- Your pattern of responses suggests that you have a competitive nature and strive to accomplish difficult or challenging goals. These qualities likely provide you with the motivation and drive to sell your ideas and influence others to adopt your way of thinking. However, sometimes being driven to achieve your objectives can cause you to become insensitive to the needs and feelings of your direct reports. In order to sell your ideas, you need to be aware of others' motivations and agendas and be able to align your own interests with theirs.

- You appear to be willing to take risks in order to influence others. This may show that you are confident in your ideas, which can instill confidence in staff, and in turn, help convince them to endorse new ideas, products, and services. However, be aware that certain approaches or strategies are simply too risky. Don't put your team in a compromising situation; instead, choose your battles wisely and only move forward with promoting a risky endeavor once you have received support from upper management.

- You tend to have a knack for convincing others that you need their support. This means that you are likely effective at persuading others, as staff tend to feel ready and willing to help when they feel important and valued. It is critical to have a network of cooperative and collaborative peers to depend on for support. While it is advisable to seek out the advice of colleagues who can give you the support you need, be careful not to let yourself become too dependent on others. Use those around you as a sounding board for your own unique ideas and innovations, and don't be afraid to use strong influence tactics to push the initiatives that you really believe in.

Flexibility

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

Development feedback:

- Projects that have an element of unpredictability may appeal to you. Thus, it is not surprising that you tend to show flexibility in accepting risk when necessary. While it is likely beneficial to be open-minded, don't be too quick to take on a risky venture without thinking through the consequences. Ask a trusted colleague for a second opinion when you are unsure whether to proceed. An outside perspective might shed some light on potential complications or unforeseen costs.

Flexibility (continued)

- Your responses suggest that you tend to be self-assured, socially confident, and comfortable dealing with new situations. This is likely because you tend to feel competent enough to handle a challenge. This tendency may allow you to easily modify your approach when you are presented with an obstacle. Make sure to always objectively evaluate a situation or ask for advice from direct reports on decisions that will affect them. Also, remember the importance of maintaining a healthy sense of humility, as this helps keep you grounded and your mind open to new possibilities.

- Your responses suggest that you tend to be concerned about and involved in your work. As such, you are more likely to respond cooperatively to change because you tend to keep yourself informed about background information and underlying reasons for the change. While commitment and dedication to your work is important, be sure to consider how your work involvement may be affecting other areas of your life. Try to maintain a balance between your work and your personal life. Stability in your personal life can help you deal with disruption and change in the workplace.

- You appear to be an outgoing person who enjoys being the center of attention and entertaining a crowd. As such, you are likely able to change and modify your style in order to adjust to different audiences, roles, and other changing circumstances. Although you tend to be effective at engaging the attention of others, there may be times when it would be beneficial to temper your dramatic tendencies in order to focus on a task or project. Being able to modify your style and adapt to change is important as long as it is paired with the determination to follow through with your plans.

- Your results suggest that you are likely a calm, imperturbable person who copes effectively with everyday frustrations. This may allow you to deal with various challenges and to change directions without becoming frustrated or rattled. Your composure may also be a positive influence on others during stressful times. During times of change, do your best to provide enough structure for staff to easily adjust to changed circumstances. Make sure others do not misconstrue your tolerance as passivity; try to deal proactively with change in order to anticipate problems before they occur.

- Your results suggest that you are diplomatic and socially intelligent. You tend to be skilled at influencing others and flexible enough to adjust your approach to suit the situation. This style allows you to sell change initiatives in a way that generates cooperation and buy-in from others. Keep in mind that your effectiveness in securing cooperation depends on your ability to be honest about the implications of a change and manage expectations accordingly.

General Leadership Effectiveness

Influencing and guiding the behavior of others in a certain direction by providing motivation, coaching, and support.

Development feedback:

- Like most effective leaders, you tend to be socially skilled, sophisticated, and polished. As such, you are typically a shrewd negotiator who is effective at persuading others to follow your lead. A tendency to be insightful and diplomatic likely contributes to smooth interactions because you tend to accurately read others' perceptions and understand their point of view. Try to hold back when you sense that you are convincing someone to do something they are not familiar or comfortable with. If you lay the proper groundwork, your team will feel empowered to set challenging goals and objectives.

- When interacting with others, you tend to display the confidence and poise necessary to effectively lead others and motivate them to pursue their goals. A self-assured, strong presence may capture others' attention and allow you to candidly express your feelings and opinions. This can also encourage staff to feel comfortable enough to express their own ideas and contribute to team goals. However, be careful not to dominate a situation, as this could have the opposite effect and foster resentment. Show that you are open to constructive criticism by soliciting feedback from direct reports on your ideas and approaches.

- You tend to be a venturesome and enterprising leader. This likely allows you to make big decisions without wasting too much time, and may also motivate others to take calculated risks with their own projects and assignments. Remember that, at times, it may be important to attend to the fine details since a risky endeavor that has not been fully analyzed can result in serious setbacks or losses. Try as much as possible to "do it right the first time" in order to diminish costly mistakes.

- You may have an outgoing, attention-seeking nature, which should make the role of organizational leader come naturally to you. Indeed, one expects a leader to occupy "center stage" when directing and motivating staff. However, direct reports may not always react favorably to behavior they might perceive as showy or dramatic. Remember that effective leaders recognize when to remain unobtrusive and when to intervene in order to shed light on a situation, move the team forward, or create team harmony. Before you intervene, ask yourself if your input is necessary.

- Individuals who typically place a high premium on collaboration and teamwork, like yourself, tend to be participative leaders. This characteristic likely facilitates team unity and may encourage others to proactively contribute to team goals. However, it may be important for you to remember that team members look to you for guidance and expertise, and they will expect you to stand up to social pressure and make key decisions when necessary. Effective leaders must be able to trust their own experience and judgment when making decisions on their own.

Open-Mindedness

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

Development feedback:

- People likely describe you as dramatic, witty, and outgoing, which helps you to be expressive and openly share your ideas with others. Similarly, you may value hearing a wide variety of viewpoints and input from others. However, as someone who enjoys the spotlight, you may occasionally resent when someone tries to "steal your thunder." Make sure you give staff the recognition they deserve. Listen carefully when they present new ideas and approaches. It is important to spend some time in the background to find out what is happening around you.

- Your results indicate that you tend to be diplomatic and socially skilled. As a result, you are likely regarded as open-minded because you tend to empathize with all sides of the story. You tend to appreciate the importance of acknowledging others' contributions and demonstrating tact when rejecting a poor suggestion or idea. You are likely skilled at persuading others; however, take care to ensure that you are not leading staff to abandon their own point of view. Let them think for themselves and use their suggestions to critically evaluate the traditional way of doing things.

- You appear to be socially confident. You tend to be comfortable with your own ideas and are not typically threatened by critical review of your proposals and opinions by others. As a result, you likely have a reputation for being open-minded. However, socially confident people can overwhelm and even intimidate colleagues who are less secure. Remain receptive to opposing ideas and remember that some people, who are more shy and socially awkward, may prefer to share their ideas in a one-on-one setting. They might need extra encouragement and positive feedback to feel comfortable contributing in a group setting.

- Your results suggest that you tend to have an even-tempered approach, which typically allows you to consider others' ideas with composure and an open-mind. You typically remain calm and unperturbed, regardless of the situation. However, there may be times when a strong reaction is called for because it may motivate staff to critically evaluate their own suggestions and ideas before bringing them to the forefront.

- You are likely highly involved with your work. Your genuine concern for helping the organization achieve its goals may encourage you to consider alternative viewpoints in order to find the best solution. While your enthusiasm may inspire others, if you appear to be extremely preoccupied with your work, direct reports might see you as too busy to participate in spontaneous discussions. Be sure to listen to ideas and input from your colleagues. A new perspective may sometimes be exactly what you need to implement a desired change in the workplace.

Open-Mindedness (continued)

- You tend to be motivated by deadlines and often feel a strong sense of urgency and time pressure when it comes to completing your work. Because of this style, you are likely open to suggestions on how to increase productivity and time efficiency in the workplace. Be careful that others don't perceive you as too busy or unapproachable, otherwise they may hesitate to bring new methods and strategies to your attention. Schedule time to listen to others' suggestions and make sure that you are not distracted when they are speaking to you. Make eye contact and show that you are listening by acknowledging that you have heard and understand the main points of their discussion.

Short-Term Planning

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

Development feedback:

- A strong sense of duty and responsibility to others may lead you to plan carefully to ensure your staff are equipped with clear action steps that will help them accomplish short-term goals. Leaders who tend to be responsible, like yourself, often plan carefully and remain committed to obligations. This might help you follow through on promises to establish firm action steps that support the organizational vision. However, it is acceptable, and often wise, to give your direct reports some discretion in modifying their goals and incentives. Encourage them to maintain an activities log to keep track of their daily obligations and work schedules, and have them give you weekly project updates.

- You are typically quite organized. Since you tend to keep on top of your own priorities, you probably find it relatively easy to structure the group members' work and help them reach their own short-term goals. Try not to be too rigid when scheduling plans and agendas; circumstances can change quickly so you must be flexible enough to overcome obstacles, extend deadlines, and reconfigure your plans accordingly. When setting short-term goals for your direct reports, it may be helpful to accommodate the needs of each individual, as some require more direction and guidance than others.

- Since you are inclined to seek advice and input from others, you are likely able to build realistic, feasible project plans for your staff. This is because you tend to be aware of their expectations, work preferences, and strengths. You are likely able to create concrete, tangible action steps that group members can appreciate and visualize. Although it may be helpful to have an understanding of others' preferences, it is also important that you appear confident in your ability to hold a position of respect and authority. Instead of seeking approval from your direct reports, first encourage them to embark on the action steps you have established and only modify these plans when needed.

Short-Term Planning (continued)

- Your willingness to follow rules and accept your obligations likely helps you set reasonable short-term goals and objectives for your staff. In many situations, you probably prefer to follow precedent, rather than pave the way alone. Since you tend to have a clear picture of the organization's mission and values, you will likely establish corresponding short-term goals that align direct reports' objectives with those of the organization. Keep in mind that it is not always necessary to strictly adhere to the rules; there will be times when you'll need to modify a traditional approach in order to reach important milestones.

Vision

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

Development feedback:

- Your tendency to have an entertaining and engaging interpersonal style may facilitate your ability to present the group with a compelling vision that they can believe in. Keep in mind that once you have drawn in your staff and co-workers with your strategic vision, you must be able to follow through and back up your ideas with a sound action plan.

- You tend to be socially savvy and skilled at influencing others, which likely helps you promote your organizational vision and rally the group around a common goal. Keep in mind that, on occasion, your ability to persuade could be misconstrued as manipulation. This should be easy to control as long as you remind yourself to work on behalf of the good of the company, as opposed to promoting personal ambitions. By focusing on the collective interests of the team, you should make great strides toward achieving long-term goals.

- You tend to be socially confident and skilled at presenting your ideas to others. As such, you may be able to present your vision of the company's future in a way that is appealing and interesting to others, and that will inspire staff to identify with your long-term plan. This role involves a lot of responsibility - you will likely receive credit for success, but also criticism if it fails. Stay receptive to the ideas of others, because multiple perspectives can add further depth and stability to your vision. Team members are more likely to adopt the strategic direction when they have had an opportunity to provide input.

Vision (continued)

- Your tendency to pursue challenging goals and strive for excellence may encourage you to focus on developing a compelling, long-term vision of the future. You are typically able to make consistent progress toward distant goals, which may motivate others to support you in your pursuits. However, not everyone will show the same level of drive and achievement as you do. Make it a personal challenge to find ways to customize strategies and approaches to align with staff members' learning styles and strengths. By tailoring your approach, you may find ways to inspire others to see personal relevance and significance in your organizational vision.

- You appear to be highly involved in your work, which increases the likelihood that you will remain focused on long-term organizational objectives. This dedication likely allows you to develop and refine your vision for the company, possibly because you tend to be invested in and committed to ensuring organizational success. Your efforts can have a positive influence on direct reports, who may be inclined to adopt a task-centered focus if this is the norm. However, don't let your tendency to become highly involved in your work prevent you from attending to the personal side of management. By ensuring that your team members are "on board," you will likely increase your team's chances of realizing the organizational vision.

- You tend to take informed risks based on sound reasoning. Individuals like yourself may enjoy proposing visionary goals and probing creative ideas that may lead to new and exciting organizational strategies. You tend to avoid taking the safe approach and are not afraid to set course on a strategic direction that others might consider daring. However, be careful that you don't set visionary goals that are unrealistic, or too risky to attempt. You must be able to prove to team members that you have done the necessary research and that you are capable of properly managing and implementing the plan.

- You tend to have a quick-thinking, spontaneous style, and are inclined to act on the "spur of the moment." This can help you openly express compelling ideas and visionary goals for the future direction of the company. Although your impulsive nature may be beneficial in many situations, recognize that some matters need to be analyzed carefully. When an organizational vision comes to mind, you must take the time to weigh its merits - avoid revealing it to others until you have fully assessed its value and feasibility.

- You tend to encourage and support others in their efforts to succeed. This nurturing style lends itself well to providing help and constructive feedback to staff. You likely see value in promoting the company vision and supporting employees' efforts to achieve it. However, it may be possible to become sidetracked by personal issues, since providing support and guidance to others can sometimes feel like a full-time job. Remember that, along with being aware of others' needs, a certain amount of personal distance is needed to maintain the strategic vision and stay focused on long-term goals.

Vision (continued)

- You tend to confide in others and frequently seek out support for your opinions and ideas. As a result, you tend to openly share your strategic vision for the organization in order to solicit feedback and approval. Keep in mind that you may have a tendency to accept others' suggestions without taking into account the feasibility of their ideas. Be sure to critically evaluate feedback and input from others - challenge them to defend the credibility of their contributions.

- Individuals like yourself, who typically "put their best foot forward" and present their ideas in a positive light, tend to communicate a compelling vision by emphasizing the strong points and downplaying the negative ones. This may enable you to "sell" your vision by showing how it aligns with team members' work roles and responsibilities. You may also have a tendency to engage in behavior designed to impress or even manipulate others in order to get them "on board" with your approach. This can cause you to lose sight of the big picture. Spend time listening to the group's suggestions, as this will help you refine your organizational vision in a way that complements and contributes to team objectives.

- You tend to be thoughtful and analytical and likely enjoy learning new things. This may help you search for new insights to develop a clear picture of the future and form an organizational vision that resonates with others. You tend to thoroughly analyze a strategic plan to determine whether it fits with the working dynamics of the company. Although you probably prefer to contemplate an issue from all possible angles, a highly analytical style could stall decision making and progress on team projects. Learn to recognize those times when deep thought and analysis is necessary, and when it may be more important to come to a quick decision and move forward with the plan.

Negotiation

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

Development feedback:

- Your responses suggest that you tend to be cooperative, approachable, and friendly. These qualities are helpful in negotiation situations because they help establish an atmosphere of friendliness and warmth that facilitates smooth negotiation. Be cautious, however, that your desire to maintain warm, amicable relationships doesn't interfere with your objectivity or cause you to overlook your own needs, or those of your teammates. It is entirely possible to remain friendly while ensuring that you are firm and determined to win the negotiation.

Negotiation (continued)

- You appear to appreciate the advice and reassurance of others. A willingness to depend on others for support may facilitate the initiation and maintenance of collaborative relationships. This, in turn, can contribute to a negotiation process that furthers the interests of all parties. Your staff likely appreciate that you ask for their opinions when negotiating on their behalf. Be sure to do your homework and know exactly what you want to achieve before going into the negotiation. Don't let the opposing party influence you to abandon your position.

- You are usually focused on getting the job done and typically work hard to achieve important goals. These qualities suggest that you are strongly motivated to negotiate outcomes that will help you accomplish team objectives. Your direct reports likely appreciate how hard you are willing to work in order to achieve the best possible outcome. At times, your tendency to be a "high achiever" may be perceived as competitiveness. Develop your ability to interact diplomatically with others and learn when to compromise. At the outset, clearly state that you are looking for a win-win situation in which each side comes away from the negotiation having gotten something beneficial out of it.

- Negotiators often need to present their ideas and proposals in a manner that generates excitement and buy-in. Your tendency to present your ideas with a positive spin contributes to your ability to negotiate outcomes in your favor. However, remember to remain grounded in the facts. Try not to convince yourself that a proposition is more favorable than it actually is - be genuine and make sure to keep a realistic perspective in order to negotiate the best outcome for your team.

- You appear to be willing to take a risk, when necessary, in order to reach the best possible solution. In negotiation situations, you will probably take a risk if it will help resolve competing perspectives. Make sure you decide ahead of time what you are willing to risk and the conditions you are willing to negotiate. Have a backup plan prepared in case the opposing party rejects your first proposal. When debating a risky proposition, try to consider whether it would receive support from those you are representing.

- Your results suggest that you demonstrate a strong presence in most social situations. A tendency to be self-assured likely helps you argue convincingly for your objectives and achieve desired outcomes during negotiations. Your direct reports likely feel confident in your ability to further the interests of your team or unit. However, be sure to consider all of the facts when engaging in negotiations - don't be over-confident and under-prepared. Take the time to consult with others to ensure you have a good handle on potential opposing arguments.

- You appear to be an insightful and socially savvy person who is able to be subtle and diplomatic, or assertive and forceful, as the negotiation process requires. Depending on who you are negotiating with, you are likely able to vary your approach accordingly. You may even have the skill to guide negotiations in your favor, while still allowing opponents to believe that they "won" some valuable outcomes. However, be sure that your negotiations remain diplomatic, fair, and realistic. Be careful not to damage your credibility when negotiating by stretching the truth, or making unrealistic promises that you can't keep.

Negotiation (continued)

- You tend to be able to maintain your composure and self-control during stressful negotiations. This composure likely allows you to formulate persuasive, logical arguments that serve to further the interests of the organization. Your direct reports and co-workers likely feel comfortable with you as their representative. It is important to recognize that there may be situations where expressing strong emotion is warranted. In such situations, it may be useful to express your displeasure or excitement in order to present a more convincing argument.

- Your results suggest that you enjoy engaging in behavior that wins the notice of others. Because you tend to enjoy being in the spotlight, you probably feel confident during negotiations. This should allow you to effectively articulate and defend your position. Be sure to keep the overriding objective in mind - the goal is not simply to showcase your public speaking or presentation skills, but to achieve a fair and advantageous solution that will further the interests of your team or unit.

Risk Taking

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

Development feedback:

- You appear to be a competitive and ambitious person. These traits may help you to undertake reasonable risks in order to achieve desired results. You likely encourage your direct reports to do the same with the hope that they will adopt your high standards for their own work. Make sure you weigh the costs and benefits of all decisions before deciding on a course of action, so you can be certain that the potential risk is worth the outcome. You wouldn't want to jeopardize a situation just because you can't resist the challenge or the competition.

- You tend to be an entertaining and dramatic person. As a result, you likely enjoy taking risks, especially in social situations where you can gain the notice or recognition of others. However, your tendency to occupy "center stage" may sometimes overshadow the efforts of your direct reports. Remember to avoid interrupting others' train of thought, especially if it's possible that their thinking could lead to inventive and novel ways of handling situations. Many effective leaders remain unobtrusive and intervene simply to shed light on a situation.

- You appear to act on impulse and make decisions quickly without considering all the details that may be involved. This is typically consistent with someone who likes to take risks. You likely recognize when it may be necessary to abandon a detail-oriented approach in favor of one that allows you to proceed with taking a sound business risk. This tendency may also mean that you make fast decisions when staff are requesting approval on work projects. In the case of potentially costly decisions, consider spending more time analyzing the situation before making a final decision or approval.

Risk Taking (continued)

- You appear to be curious and investigative, and you usually make sure that you thoroughly understand problems and situations. This helps you to offer suggestions that are based on carefully calculated risks. Such qualities are important for making important decisions, and your direct reports likely appreciate and respect your thoroughness. However, be careful not to spend too much time analyzing minor intricacies. Effective leaders know how to maintain a balance between thinking about a problem and actually taking action to resolve it.

- You appear to be concerned about presenting a favorable image of yourself to others. You likely try to convey an image of a decisive leader who takes informed risks, based on good judgment. Because the image of a risk-taker tends to be a favorable one, you probably make a point of showing others that you enjoy challenging the status quo. This tendency likely means that your team may also feel comfortable taking risks. However, consider that others may not gravitate toward risky ventures because they prefer staying within their comfort zone. Try to accommodate these types of people by displaying evidence of conservative decision making when the situation calls for it.

- You appear to have a wide range of interests. As such, you tend to be motivated to do the necessary background research to take smart, calculated risks, as well as support others who are researching their own projects. Remember to concentrate your energy on one venture at a time. Be wary of spreading yourself too thin by taking on too many risky ventures. Successful leadership relies on striking a balance between risky and safe bets. Ensure that each of your decisions is well thought out and that you are confident in its potential to bring significant rewards to your team or organization.

- Your results indicate that you tend to be analytical and clever and that you typically enjoy pursuing topics in depth, regardless of their difficulty. This intellectual style likely helps you appropriately research and analyze risks in order to make calculated decisions based on sound reasoning. Remember to be patient when explaining your ideas to others when they have not spent the time analyzing the problem the way you have. In such cases, you may need to explain some of the background and your rationale.

- You appear to have compassion for others as well as a degree of comfort in dealing with people and identifying with their struggles and accomplishments. These are helpful qualities for making sound judgments and for taking action in uncertain situations. This is likely because you tend to carefully consider potential risks and outcomes for others before making important decisions. Sometimes it may be necessary to take a chance that could affect others in ways you cannot predict. In this case, warn stakeholders about potential changes to their routine. Be clear and thorough in explaining why the changes are necessary for the benefit and progress of the group as a whole.

Risk Taking (continued)

- You appear to be a confident person, who is not easily influenced by others. Confident individuals are generally more willing to take risks to advance project goals or the status of the work unit. You are likely self-assured in social situations and can easily defend your decisions and choices. Due to your confident nature, your direct reports are likely to feel more comfortable about taking risks as a team when you are leading the initiative. Be certain to consider all of the facts when making decisions; do not assume that you are always correct. Take the time to consult with others and fine-tune your solutions before committing to a plan.

- You appear to be a team player. As such, you tend to collaborate effectively with others and take reasonable risks to further the goals of your group. It can definitely be helpful to rely on input and advice from others when considering difficult and potentially risky options. Remember that there may be situations where you have to "go out on a limb" and take sole responsibility for a decision. If you are relatively confident about the payoffs, take the chance and reap the benefits.

- Your results suggest that you are a natural risk-taker who does not hesitate to seek out new opportunities. You may enjoy taking chances and building a work environment that encourages informed risk taking aimed at supporting organizational growth. While taking risks may occasionally result in impressive successes, it can also lead to setbacks and failure. Be certain to analyze whether the potential outcome is worth the risk. Develop a list of pros and cons or perform a cost/benefit analysis before making a decision.

- You tend to have social acumen and an ability to "read" people, which likely contributes to your willingness to take informed risks. Your apparent social skills likely allow you to perceive signals and cues indicating whether or not colleagues are supportive of your potentially risky endeavors. You may also be skilled at persuading others to achieve a particular goal. Sometimes you may sense that others are not "on board" with some of your more risky ventures. When in doubt, be direct and ask their opinion. They may be holding back valuable information or their unique perspective on the matter.

Ambition

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

Development feedback:

- You tend to be active, spirited, eager, and able to stay focused on your work for long periods of time. These traits typically describe ambitious people, who tend to tackle additional responsibilities and advanced roles within an organization. However, high-energy people may feel as if they are not doing their job unless they are constantly busy. As a result, you may get carried away and invest all your energy in the wrong tasks. Take time to plan - this might involve sitting patiently at your desk and reflecting on your priorities. Focus on the things that further your ambitions to achieve increased influence within the company.

- You tend to seek advice and reassurance from others and may have a strong desire to please, which is consistent with someone who wishes to advance within the company. This willingness to connect with others, and stay in touch with their feelings and preferences, likely allows you to gain the support needed to enhance your position within the organization. Try not to let yourself become too dependent on any one advisor or confidant. If you truly desire a position of increased influence, remember that you may have to "go at it alone" – there may not be room for two at the top.

- You tend to present a favorable image of yourself to co-workers. This is consistent with your motivation to succeed and move up the ranks. However, be careful not to convince yourself that you are competent in an area that is in need of some development or improvement. A tendency to avoid problem areas or embellish the positive side of things could impede your chances of receiving a promotion within the organization.

- You tend to enjoy an element of risk and don't typically settle for the safe approach. As such, you likely thrive in situations where you have the opportunity to take risks and make critical decisions. However, it is important that your team supports your potentially risky decisions. Seek the advice of a few trusted teammates before taking a risk, since their reluctance or distrust could hurt your chances of attaining increased influence and power within the organization.

- You tend to communicate a sense of urgency in achieving goals and meeting deadlines, which can lead others to see you as ambitious and interested in pursuing promotions and additional responsibility. However, be careful not to present an overly hurried, abrupt style. Take time to listen to and properly address employees' concerns to ensure you gain the support of your team. Your ability to slow down and relate to others may help you gain influence within the organization.

Ambition (continued)

- You tend to be competitive and work hard to achieve your goals. As a result, you likely strive for increased influence and advancement in your organization. Try not to become overly preoccupied with collecting a string of personal successes in your rise to the top – you will likely receive praise and respect if you encourage and motivate your staff to find their own personal success. A tendency to work for "the greater good" will show that you are interested in the success of the company instead of simply trying to further your own agenda.

- You tend to be a social, affable person who may draw on your friendships to further your goals and increase your sphere of influence within the organization. If co-workers feel as though they have a connection with you, they are more likely to support your aspirations. Remember that friendly work relationships can sometimes result in role conflicts. It may be necessary to draw a line between friendship and business roles when close connections risk having a negative impact on your ability to move forward in your career.

- Your results indicate that you tend to feel confident and comfortable in social situations. Your ability to engage others and form important relationships likely contributes to your opportunities for advancement. Be sure to keep in mind the value of modesty. There can sometimes be a fine line between being perceived as self-assured versus arrogant.

- You tend to explore topics in depth when trying to solve complicated problems. This likely increases your chances of securing positions of increased responsibility, since you tend to have the unique ability and insight to discover solutions to difficult problems. However, try not to get lost exploring the intricacies of a problem, as part of your role may also include clarifying complicated issues for your staff. Effective leaders have a talent for communicating complex solutions in simple terms and knowing how to implement these solutions to improve quality and productivity in the workplace.

- You appear to enjoy being the center of attention. Being outgoing and noticeable creates an impression of a "go-getter" attitude that is associated with ambitious people. Although it can often be advantageous to stand out from the crowd, effective leaders also provide opportunities for their direct reports to take the spotlight.

- You likely enjoy socializing with others, which can help you build networks and personal contacts. Your tendency to be outgoing and extroverted tends to help you promote your interest in gaining increased influence and advancement within the organization. However, try not to get caught up in workplace gossip or politics, as your involvement could undermine your credibility as a leader. Also, learn when to politely withdraw from social events that might prevent you from being productive or from gaining increased responsibility at work.

Strategic Planning

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

Development feedback:

- Competitive individuals, like yourself, appreciate the need to stay abreast of new developments and challenges. This likely has a positive impact on your ability to stay on top of long-term industry trends and external threats to the organization. Your tendency to strive for excellence probably facilitates long-term planning. However, you may be so driven that it becomes difficult for you to "let go" of an idea or project that you have devoted so much effort into developing. This may present a problem when you must adjust your long-range goals to suit changing circumstances. Try to remain open-minded about the future and stay flexible to accommodate unexpected shifts and trends.

- You often seek the advice and opinions of others. This can put you in a better position to foresee long-term organizational trends, development opportunities, or potential threats to the stability of the company. This is because you tend to consult with co-workers and colleagues and stay up-to-date on matters affecting your staff. However, recognize that collecting a number of different viewpoints could overwhelm you and prevent you from making firm decisions based on sound judgment. Try to sift through others' advice to focus on the relevant points, and remember that sometimes you must stand up for yourself and enforce your strategic plans with certainty and confidence.

- You are generally motivated to explore topics in great depth. Your reflective and inquisitive nature may help you gain the understanding and insight needed to come up with sustainable long-term plans that support a clear strategic vision. Because you may enjoy reflecting on and entertaining novel ideas, you likely have no trouble developing well thought out and engaging long-term plans to motivate the team. Remember to keep your main priorities within reach - it is sometimes easy to get lost in complex thought and lose sight of a project's overall purpose or objective. It may help to clearly outline these priorities and make sure they are linked to the long-range plan.

- Your results suggest that you have a tendency to act on impulse. This may enhance your ability to identify an engaging organizational vision, as you are likely to spontaneously generate intriguing ideas about the long-range direction of the company. This uninhibited style may let you entertain ideas that pop into your mind, and these ideas may help you formulate engaging and appealing long-term goals. Try not to come to hasty conclusions, as this can often backfire and have negative repercussions. Before you share your long-term plans with others, ensure that you have weighed the pros and cons, and established a feasible and realistic strategic vision that stands up to dissent.

Strategic Planning (continued)

- You tend to be a risk-taker, who is capable of developing a strategic vision that energizes group members. Daring individuals, like yourself, may become excited or motivated by strategic plans and visions that have an element of uncertainty attached to them. However, risky ventures can be dangerous. Think through the negative consequences before you commit to a plan that involves an element of risk. This will ensure that you are setting long-range goals that are sensible and likely to pay off in the end. It is not just your reputation on the line, but that of your teammates and supporters.

Attracting Staff

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

Development feedback:

- Your results indicate that you likely have a strong sense of duty to others and you tend to follow through on commitments. These qualities help you project a professional image on behalf of the organization, which likely helps to attract and retain the best employees. Your staff probably feel as though they can depend on you, and external job candidates and clients may pick up on this. Be aware that your strong sense of ethical behavior may sometimes cause you to pass judgment on others before you have all the facts. You might sometimes have to remind yourself to "loosen up" and consider another point of view.

- You tend to be sympathetic and attentive to the needs of your direct reports, and you typically demonstrate genuine care and helpful guidance. This may inspire employees to remain loyal and committed to the organization, and create a favorable impression among potential recruits. However, be careful that you don't become too involved with others' personal issues, as this can blur the distinction between friendships and professional relationships. Try to stay neutral and professional when you are lending support and care.

- You tend to enjoy the company of others and find it relatively easy to make personal connections. You typically put special effort into developing and fostering friendships. As such, you probably have no trouble attracting and retaining top talent. Capitalize on your natural tendency to win others over when working with existing staff and getting to know potential recruits, but don't let it interfere with your objective assessment of their performance.

Attracting Staff (continued)

- You likely have an ability to promote effective teamwork because you actively seek input, feedback, and advice from others. This makes people feel valued as members of the team, and may make it easy for you to attract and retain top talent. However, be aware that it might appear to others as though you depend on them for reassurance and direction. Try not to come across as indecisive or divulge too much information. In a management position, your role is to lead others and it is important that your behavior is consistent with this role.

- Your dramatic and expressive interpersonal style may charm and captivate current employees and attract desirable job candidates to the organization. Your style tends to win the notice of others, but once you've attracted their attention, be careful not to go overboard. Temper your dramatic tendencies with sensible actions that root you to reality and allow you to relate to others. Direct reports and job applicants will admire you for your ability to combine charisma and enthusiasm with subtle yet strong influence.

- Individuals, such as yourself, who tend to project a favorable image of themselves and the organization, are likely to impress job applicants and create a positive climate for current employees. You are generally quite conscious about the image you present to others, and therefore understand the importance of making a good impression. However, remember to be genuine in your presentation of yourself and the organization – focus on the positive but avoid behavior and comments that may seem superficial or inaccurate.

- You tend to be self-assured and confident when dealing with others. This strong social presence likely lends itself well to attracting and retaining top talent, and inspires confidence in both existing staff and potential recruits. However, be aware that when taken to the extreme, social confidence can be perceived as arrogance. Once you've made your case, step back and allow others to offer their perspective or share their point of view. Try not to interrupt or criticize their opinions.

- Your friendly, sociable nature is likely appealing to current employees and attractive to job candidates. This probably makes it easy for you to socialize and connect with other people. You probably value positive interpersonal relationships and participate in social events at work. Sometimes it can be difficult to balance a tendency to focus on people and relationships with a focus on maintaining a strong work ethic. Keep your socializing to a reasonable level and respect others' need for a quiet work environment that is free from distractions.

Productivity

Accomplishing an above average quantity and quality of work.

Development feedback:

- You tend to be achievement-oriented and motivated to strive for excellence. This tendency to exhibit a determined work ethic lends itself well to accomplishing an above average quantity and quality of work. Remember to take time to enjoy your life outside of work and set aside some free time to do what you most enjoy. Your desire to succeed and overcome challenges at work should not compromise other aspects of your life. Balance is key - create a work environment for your staff that combines just the right amount of healthy competition with cooperation and teamwork.

- You tend to persevere or "push through" in order to accomplish difficult tasks and solve problems. Your persistence in working on projects for extended periods of time without distraction may contribute to your productivity. Make sure to prioritize your tasks appropriately in order to avoid spending too much time on trivial issues. Take breaks from your work to interact with team members and refresh your mind once in awhile, as you might find that you return to your work with even more energy after short breaks.

- You may pride yourself on sticking to schedule and you may often be motivated by projects that have strict deadlines. Since you tend to be concerned about using your time efficiently, you are likely very productive at work. However, your focus on "making every minute count" may contribute to a rushed or hurried style that makes you seem unapproachable. Take time to listen to employees' concerns. If you are seen as too busy, problems may not be brought to your attention and you may be unable to resolve concerns before they develop into more substantive issues.

- You tend to be very involved in and dedicated to your job. This characteristic lends itself well to delivering high quality work that is likely to bring desired results. Be careful not to become too absorbed in your work, to the exclusion of other important aspects of your life, including recreational or social activities that can help you build relationships with others. Recognize that you may be able to draw added energy and rewards from other sources of interest in your life.

Decisiveness

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

Development feedback:

- You tend to seek input from others when making decisions. Encouraging team members to provide input may enhance others' perception of you as a fair and equitable team player and leader. Bringing different perspectives to bear on a problem will also improve your ability to make tough decisions that are beneficial for the group and organization. However, when team members have differing opinions, keep in mind that a good leader does need to be willing to take a stand and make a final decision.

- You appear to be genuinely motivated to maximize organizational effectiveness by setting high standards and aspiring to accomplish difficult goals. Accordingly, you probably do not hesitate to make clear-cut and timely decisions that will benefit the organization. Because you tend to set high standards for yourself and others, you may sometimes want to oversee decisions that do not necessarily involve you. Occasionally it may be more efficient for you to give your staff some degree of independence in making decisions that will be primarily affecting their own projects and work roles.

Emphasizing Excellence

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

Development feedback:

- You tend to be nurturing and caring. You likely encourage your direct reports to focus on excellence, high standards, and goal achievement by providing them with sufficient coaching and guidance to help them reach their objectives. However, be careful that you are not dropping everything to cater to others' needs. As a leader, you must also be able to balance work priorities with a concern for the growth and development of your team. Set clear boundaries for appropriate times to meet with staff members - sometimes you might have to close your door to get your own work done. Consider scheduling a time to "make the rounds" at a time that is convenient for you and your team. This way, you will likely feel prepared to address their questions and concerns.

Emphasizing Excellence (continued)

- Your apparent concern for excellence may be rooted in your vision of what is possible. You appear to be willing to risk occasional setbacks in order to explore ways to improve the quality of existing methods, products, and services. You tend to take informed risks by setting challenging goals for staff and establishing high standards of performance that will enable you to implement the changes you had envisioned. However, it is important to remember that risky choices can also bring failure and disappointment. Try not to get lost in the thrill of the moment, and only pursue initiatives that are well thought out and serve to further the collective interests of the team.

- Individuals such as yourself, who tend to enjoy teamwork and prefer to seek out help and support from others, often do so because of their desire to do the best possible job. You likely recognize the value of emphasizing high performance standards to your staff members and teammates. If you tend to strive for success through seeking advice and feedback from others, you will likely set a positive example for cooperation and collaboration. However, consider stepping away from your safety net from time to time – set a personal goal to make a few decisions on your own, without seeking outside help.

- Your results indicate that you tend to be achievement-oriented, and as a result, are likely able to set challenging goals and expect the highest level of performance from yourself. You typically also expect those around you to meet high performance expectations. Keep in mind that others may shy away from competition, and likely have different sources of motivation than you do. Before solidifying your performance expectations, try to learn different ways to motivate your direct reports and tailor your strategies and expectations accordingly. Be sure to make an effort to praise others on a job well done - everyone appreciates positive recognition from time to time.

- Your commitment to excellence may be based partly on your desire to make a good impression on others. You tend to see yourself in a positive light, and likely realize that your efforts to convey a positive impression and to present an optimistic perspective will be reflected in staff members' job performance. This is because they may feel confident in your ability to lead the team to pursue excellence. However, make sure your actual behavior matches the positive image you are portraying to others, since insincerity can be easy for some people to detect. Stay true to yourself - sometimes you have to let your best attributes and accomplishments speak for themselves.

- You tend to easily identify with others' experiences and feelings. This helps you set appropriate, yet challenging goals for your direct reports, and provide the necessary guidance and feedback to help them grow. You likely expect only the best from your staff, and you may believe that they will perform best if you nurture their growth and development by forming strong connections. Such tendencies probably enable you to set clear and unambiguous expectations. Remember that effective managers must still push people to meet commitments and objectives, despite paying special attention to their needs and feelings.

Conflict Management

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

Development feedback:

- Your results indicate that by nature, you seem to be clever and socially perceptive. These qualities likely help you mediate and resolve conflicts because you are typically quick to notice and understand others' moods, motivations, and intentions. When mediating disputes, be sure to let each person summarize their point of view, without comment or interruption from others. Even if you feel you can anticipate how someone is likely to respond, it is important that you restrain your reactions and opinions as the mediator. Your role is to provide an unbiased, objective perspective once all the facts have been presented.

- Your results indicate that you tend to be even-tempered and calm during stressful events. You are unlikely to get caught up in emotionally charged situations. This demeanor may assist you in offering a clear, objective perspective that is essential for resolving conflict. Although you do not generally express aggressive feelings, from time to time you may need to assertively intervene in order to diffuse a heated argument. One of your roles as a mediator is to maintain an atmosphere that is manageable and allows for productive discussion.

- You appear to enjoy taking chances on ventures that others may find risky, and are typically willing to "go out on a limb" to generate ideas that help resolve disputes. You may not be inclined to settle for the safest or easiest solution, which may ensure that all parties walk away satisfied. However, try to avoid coming to hasty decisions. Weigh the pros and cons of each potential resolution to ensure that taking a chance on a unique plan of action won't "backfire" when applied to the actual situation.

Assuming Responsibility

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

Development feedback:

- You appear to be competitive and driven to excel. You tend to willingly take charge and assume additional responsibilities. Co-workers probably admire you for taking your role seriously and taking control of situations affecting the work environment. Watch that your ambitious tendencies don't cause you to look down on others who don't share your aspirations or competitive drive. Also, make sure that you are helping team members find their own personal success. Reward them when they make positive contributions to team projects and emphasize their unique strengths.

- You tend to make an effort to maintain associations with others, which helps you stay "in the loop" with co-workers and colleagues. This should make it easier to take charge and influence others because you are typically able to gain their trust and respect. Keep in mind that a strong desire to win friendships in the workplace could negatively affect your professional reputation and your ability to manage the behavior of your direct reports. You could compromise relationships if others feel that you've crossed supervisor-employee boundaries. Try to maintain your friendly, sociable nature without becoming too involved in staff members' personal lives.

- You tend to enjoy participating in social activities at work. Your sociable nature likely assists you in taking charge and assuming responsibility on team projects. If you naturally gravitate toward working in groups, this may allow you to recognize when to direct others and when to let the team guide itself. Make sure that you know when to intervene and take control of a situation. There are times when social activity must be put aside in favor of working to meet a deadline or project goal.

- You have a tendency to be impulsive and to act on the "spur of the moment," which can be beneficial in situations where someone must take charge and determine the direction for a challenging project. However, your role as leader also involves facilitating teamwork and guiding others to discover their own unique talents. It may be wise to hold back and observe team dynamics - by doing so, you might be giving an aspiring leader a chance to emerge and further develop his or her leadership potential.

- When placed in unstructured situations that involve an element of risk, you are likely not afraid to assume responsibility and take charge. Your tendency to "take the reigns" during uncertain situations, without being asked to do so, allows staff members to escape a certain degree of stress that comes with taking on extra responsibilities. This should allow them to concentrate fully on their own tasks. Try to avoid taking on a risky endeavor without thinking through the possible outcomes first, and gaining support and approval from the majority of your co-workers.

Assuming Responsibility (continued)

- You tend to feel comfortable working in a team environment. As a result, you may be more likely to adopt a leadership role in this type of setting. Keep in mind that effective leaders need to have the confidence to direct team activities. Remember that there may be times when you can't rely on your team to back you up - you may have to exert influence or take charge without a lot of support. When it is your job to make executive decisions, make sure you feel secure enough in your own opinions and decisions to argue convincingly on behalf of the team.

- Because you are usually confident in dealing with others, you might find it relatively easy to step up and deal with a challenge "head on." However, even though you may naturally assume a leadership role, you must be careful not to ignore others' suggestions or limit their opportunities to contribute and refine your solutions. Consider all perspectives when making decisions and never assume that you have all the answers.

- You tend to enjoy being the center of attention. Therefore, you may be inclined to take charge without being asked to do so because this is likely to draw extra attention your way. However, be sure that you are not simply looking for the chance to stand out from the crowd. Effective leaders know when to take charge, but also when to give other team members the opportunity to shine.

- Individuals who are concerned about presenting a favorable image, such as yourself, are likely to "step up" and take the initiative to get things done. You may also take extra effort to ensure that you are presenting the team in the best possible light. Keep in mind the importance of being genuine. When portraying a favorable impression, make sure you are able to support your claims with concrete examples of success.

Creativity

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

Development feedback:

- You appear willing to put forth the effort required to achieve excellence, which likely includes finding new and original approaches to dealing with problems. You typically also emphasize and reinforce excellence and creativity in the work of others. This is desirable in a manager, but be careful how you frame your feedback on others' ideas. You don't want to stifle or discourage the expression of creativity. When providing feedback to staff, try to begin and finish on a positive note and remember to acknowledge and reinforce the strengths of their position whenever you have to reject an idea or proposal.

Creativity (continued)

- You tend to be dramatic and witty, and likely enjoy being the center of attention. As a result, you are typically not afraid to promote your creative and innovative ideas. Balance this tendency to gravitate toward the spotlight with staying in the background and simply working to facilitate team performance. Consider yourself a coach or a guide who quietly motivates others to realize their creative potential.

- Your results indicate that you tend to be spontaneous and uninhibited, which likely contributes to your creativity at work. This is because you typically allow your thoughts to flow freely rather than over-analyzing a problem before voicing your opinion. However, remember that some situations and solutions require careful deliberation to be properly managed and implemented. When an idea comes to mind, make sure it satisfies a few practical requirements that you have established beforehand, such as whether it aligns with and supports the objectives of the project.

- You appear to value advice and support from others, which likely leads you to share your ideas with team members in order to get their input. This may permit further refinement of ideas and provide an avenue for you to productively apply your creative talents in the workplace. While it is a good idea to seek out input from your team, be careful not to let yourself become too dependent on them. Sometimes leaders need to generate creative solutions and make tough decisions without any help from others.

- You tend to have a talent for presenting ideas in a favorable manner. You probably have a convincing style and a talent for putting a creative spin on your ideas so that others will accept and endorse them. However, be aware that sometimes your ideas will be resisted by others. Make sure you recognize when to stop promoting an idea that has not received enough support from other members of your team.

- Your results indicate that you tend to have an intellectual, thoughtful approach to solving problems. This tendency likely assists you in developing creative solutions because you are able to draw on your in-depth knowledge of complex issues. Others may like to discuss their ideas with you since you tend to offer a unique perspective. Remember to be clear, thorough, and patient when explaining your ideas to staff and colleagues, in case they find it difficult to quickly grasp your concepts and ideas.

- Your results suggest that you appear to be willing to take a chance and expose yourself to situations with uncertain outcomes. As such, you may be motivated to explore creative options and take the necessary risks involved with trying out a new and untested method or approach. Remember that sometimes the best solution is at your fingertips; think carefully before you discard a tried-and-true approach in favor of a creative, yet potentially risky, alternative.

Creativity (continued)

- You tend to be socially confident and self-assured, which means that you often find it easy to present your ideas to others. People tend to respond favorably to your original ideas because they are drawn in by your self-confidence. Sometimes socially confident people can be so skilled and self-assured when presenting new concepts that they convince others to support ventures that may not be practical or feasible. Make sure you are not using manipulative tactics to persuade others to endorse your innovative suggestions - ensure that your ideas are realistic by considering whether they will have a positive impact on team and organizational objectives.

- Your results indicate that you likely have a supportive and nurturing interpersonal style. Warm and helpful people are usually eager to initiate creative solutions that will benefit other members of the organization. Leaders who are nurturing and supportive also tend to facilitate positive interactions among team members which, in turn, can promote an environment that supports creativity. One caution to remember is that in business you must always balance sensitivity to others with completing work in a timely manner.

- You tend to have an intellectual, analytical thinking style. This intellectual curiosity likely stimulates creative thinking through a desire to probe and explore various alternatives. Be careful not to get distracted by a purely intellectual challenge or embark on a search for the perfect solution. Although it may be fun to delve into the intricacies of a problem, sometimes you must ask yourself if there is a practical payoff for the time invested. It may help to limit the amount of time you spend researching new and creative solutions so you can spend more time implementing the project plan and completing the work involved.

Independence

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

Development feedback:

- You tend to maintain high standards and are typically willing to work hard to accomplish difficult goals. Your apparent desire to be successful may be a strong impetus to independent task accomplishment. However, try not to become narrowly focused on personal success, to the exclusion of meeting team objectives. You can still be perceived as a self-starter while working toward team goals if you take the lead on important projects, delegate project roles, and foster collaboration. Make it a personal challenge to discover what motivates your staff.

Independence (continued)

- Your results suggest that you tend to be curious, analytical, and motivated to understand many areas of work and knowledge. You may prefer to work independently, as you typically like to reflect on problems and think through solutions by yourself. Although it may be fun and personally challenging to delve into the intricacies of a problem, consider whether there is a practical payoff for the time invested. Effective leaders likely balance the time they devote to thinking about a problem and executing a solution. If you have an abundance of intellectual curiosity, try investing some of this into interests outside of work.

- Your results suggest that you are the kind of person who is able to rally the efforts of others in order to achieve important objectives. You typically get things moving by organizing people into teams and convincing them that you need their assistance and support. However, be careful that you don't become too dependent on your teammates' input, as your role likely demands that you take the lead on team projects. Challenge yourself to produce a clear project plan. Wait until you have completed a solid draft before soliciting help from others.

- Your responses suggest that you tend to be ready and willing to take risks and expose yourself to situations with uncertain outcomes. You likely enjoy proceeding independently with daring initiatives. However, the danger of this approach is that you may be closing yourself off to other opinions that could offer critical insight. Keep in mind that using others as a sounding board for discussing your rationale to pursue a certain course of action can uncover potential problems and keep the level of risk in check.

Facilitating Teamwork

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

Development feedback:

- You are likely an effective team builder, in part because you are willing to seek out the help of others. This likely allows fellow team members to feel confident in their ability to contribute something unique and valuable to the group. It is difficult for many people to admit that they need help, but a willingness to do so can promote cooperation and group cohesion. You are typically able to identify with others because you enjoy hearing different perspectives. However, don't just wait for others to challenge your ideas - you must be willing to challenge others' ideas and offer constructive criticism. A tendency to critically evaluate each other's suggestions will likely enhance the team's ability to arrive at the best possible solution.

Facilitating Teamwork (continued)

- You are generally quick to "offer a helping hand" and you tend to nurture and effectively guide staff members' development. This likely increases your effectiveness in team-based environments that rely on the interdependency between team members. You are typically able to get people back on track with your helpful guidance. Although these tendencies help promote cooperation and identification with the work group, it is also possible that others might become dependent on you for support because they know you are willing to invest a significant amount of time helping them. Balance these benevolent tendencies with objectivity to ensure that you are providing constructive counseling while still keeping your distance from those who demand too much of you.

- You tend to be confident when dealing with others. You likely do not hesitate to move to the forefront, assume a leadership role, and offer constructive feedback and suggestions that further the goals of the team. This sense of social confidence can lead you to promote group members' identification with team goals. Be careful that you do not overpower others; when you are confident and assertive you might intimidate those who find it more difficult to speak up and share their ideas. Make a specific point of asking for input from your less vocal team members.

- You tend to enjoy interacting with others, and your friendly, approachable style likely contributes to your effectiveness as a team leader. You probably find that experiences are enriched when you are able to share them with others. This is a valuable trait for a team leader to possess as it likely enables you to gain the team's support, facilitate cooperation, and foster collaboration and identification with team objectives. Be aware that a tendency to form close personal ties with others can sometimes blur the lines between friendship and business relationships. Don't let others take advantage of you. Remember that as the leader of the team, it may be necessary to capture the attention of the group and re-focus their efforts on team objectives.

Self-Esteem

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

Development feedback:

- You tend to be inclined to present yourself and your ideas, either consciously or unconsciously, in terms that are likely to be perceived as desirable. People with the ability and motivation to present themselves in a favorable light are often seen by others as self-confident. You might want to reserve your tendency to manage others' impressions for times when you really need it, such as during an important pitch or client presentation. Otherwise, you may run the risk of being perceived as arrogant.

- You tend to be comfortable with people and are likely highly regarded for your social skills and abilities. Others generally perceive you as poised and self-confident. However, a sense of modesty is also a valuable attribute for a leader to possess. In order to prevent high self-esteem from escalating to arrogance, try to stay rooted to your personal belief system and step back to re-evaluate your motives from time to time. Listen to others' perspectives and defer to their knowledge and expertise when the situation calls for it.

- You tend to be a highly motivated, aspiring individual who strives to accomplish challenging goals. Direct reports likely perceive this as a sign of confidence. Remember that others may not have the same aspirations or level of self-confidence that you do, so try not to be critical of those with fewer accomplishments or people who may be motivated in different ways. To help make a positive impact on others, try setting a challenging group goal and use this exercise to observe and understand what motivates others. You can then apply this knowledge when providing one-on-one development advice and coaching.

- You may be quite trusting of co-workers and fairly dependent on their advice, support, and friendship. You tend to confide in others and likely expect others to confide in you. As such, you probably have the confidence and self-assurance needed to organize your direct reports and work effectively in a team environment. Although you may be confident in your team, it may not necessarily follow that you are confident in all aspects of your job. It is important that you show sufficient confidence in your own judgments. Practice making decisions on your own and consulting your team for fine-tuning ideas and solutions. This type of approach will help to reinforce confidence in your own abilities.

- You may enjoy leaving things to chance. This likely helps you to confidently enter into uncertain situations or venture optimistically into uncharted waters. Others may perceive you as dynamic and self-confident. However, sometimes a high level of confidence can turn into overconfidence, which can impair your judgment. Before embarking on a risky initiative, take the time to think clearly about potential outcomes until you are certain that the risk is worthwhile. Solicit the approval of a trusted colleague who can help bring clarity and insight.

Organizing the Work of Others

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

Development feedback:

- You tend to adhere to conventional organizational policies and guidelines. This style likely facilitates your ability to clearly define roles and responsibilities for direct reports as laid down by the organization. Your staff likely appreciate the consistency and predictability associated with falling in line with organizational values and traditions. However, you may need to break away from tradition now and then when it appears as though an established method is outdated or when a novel approach is long overdue. Remember to separate your personal values from your work obligations when necessary to advance a project.

- You tend to willingly accept corporate policies and guidelines and typically prefer to follow the rules. As a result, you likely relay this important information down to team members by clearly defining organizational responsibilities and expectations. However, keep in mind that your preference to follow rules enforced by your organization might cause you to rely too heavily on the status quo. Take some time to re-evaluate the rules and performance standards enforced by the organization. If they seem outdated or misguided, consider proposing an alternative. It is important that the roles, responsibilities, and expectations defined for your staff are realistic and evolve with the job.

- By confiding in and appealing to direct reports for their advice and opinions, you probably know where they stand in terms of preferences and strengths. This may help you openly discuss and clarify staff members' roles, responsibilities, and expectations. Your receptive nature likely makes others feel comfortable approaching you to get advice about structuring their work. This open dialogue probably makes your job easy in terms of defining job duties and assigning work. Remember that sometimes you may have to take control and enforce standards that your direct reports will not like in order to accomplish project goals.

- You tend to take a systematic and organized approach to your work, which likely means you are willing and able to help others adopt similar structure and order in their work. Since you are usually able to keep track of your own progress, you likely have more time and resources available to define responsibilities and expectations for your direct reports. When preparing a schedule, plan, or budget, remember to account for unexpected circumstances. The ability to adapt to change and modify your expectations is an important skill that you will likely develop through exposure to these types of situations.

Emotional Control

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

Development feedback:

- Your results indicate that you tend to be calm, contented, and easy-going. This likely helps you avoid conflicts with co-workers and tolerate stressful work situations. In fact, others may even admire your composure. However, try to recognize that occasionally thinking about the "worst-case scenario" may help you put a different spin on issues or enlighten you to possibilities you hadn't considered. In order to avoid complacency, always try to consider all angles of a problem to make sure you don't overlook any important points.

- You appear to be even-tempered and tend to remain calm when faced with unpredictable situations. Therefore, you are typically successful at controlling your feelings and frustrations at work. Although being able to control your temper is beneficial, don't let your calm tendencies stop you from getting energized or showing your enthusiasm or displeasure to others. Sometimes it may be warranted to be firm with underachievers while other times you may need to show excitement when staff members reach an important milestone.

- You tend to be motivated by deadlines and feel a sense of urgency to complete your work. These qualities may enhance your ability to cope with tight timelines because you are unlikely to experience the stress associated with procrastination and disorganized planning. However, don't let your preoccupation with time constraints compromise your flexibility; be sure to remain approachable and always leave time to listen to your employees' concerns.

- You tend to be highly involved in your work. Placing a high priority on your work obligations helps others see you as a stable, productive corporate citizen. You likely remain composed at work because you have a firm handle on your obligations and responsibilities. Try not to let your involvement come at the expense of your enjoyment of recreational or social activities. First, determine whether your preoccupation with work is motivated by a desire to avoid other areas of your life that may require restructuring. Then, consider making some changes since striking a work-life balance can be beneficial for your productivity and your well-being.

- You tend to be insightful, perceptive, and avoid indiscreet comments. Even when under stress, you are typically diplomatic, tactful, and courteous to others. As such, you may be fairly skilled at maintaining a steady composure. However, try to avoid saying something just because you know someone wants to hear it, even if you have good intentions like wanting to appear knowledgeable or wanting to protect someone's ego. Make sure that, in your effort to be tactful and courteous, you don't fail to get your message across.

Emotional Control (continued)

- You are generally not one to voice strong unconventional opinions, suggesting self-control, a clear set of values, and a somewhat conservative demeanor. As you may not easily become riled up by unorthodox or potentially conflicting views, you typically exercise self-control when faced with a stressful situation. However, when sticking to existing organizational norms and customs, you might occasionally miss an opportunity to learn new approaches or perspectives. Don't be afraid to seek out contrary viewpoints as doing so could stimulate growth and development.

Subordinate Involvement

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

Development feedback:

- Your tendency to easily connect with others contributes to your friendly, amicable style. You are typically ready and willing to consult with your direct reports and actively solicit their suggestions and ideas. Since you tend to readily accept people and easily maintain associations and friendships, others likely feel comfortable approaching you, which facilitates subordinate involvement in workplace affairs. Make sure you take note of staff members' concerns and follow through in a timely manner. Acknowledging suggestions and feedback is important but it is equally important to take action and follow up.

- Your self-confident nature and tendency to feel comfortable in front of others may indicate that you do not usually feel threatened by others' suggestions and input. As such, you typically involve co-workers in the decision-making process. Be sure to defer to your direct reports when it is clear that they have a firm grasp on the material involved. Although you may feel inclined to interrupt or jump in to help explain an important matter, remember that your staff may feel a sense of ownership over certain projects or assignments. By allowing them to explain their reasoning and approach, you are helping them develop their skills, and demonstrating that you value and appreciate their suggestions.

- You tend to be patient and even-tempered. This tendency should facilitate subordinate involvement since your team likely feels comfortable approaching you with their suggestions and input. However, be aware that there may be times when you will need to show a strong reaction in order to get your staff to critically evaluate their own suggestions and ideas. A willingness to challenge your direct reports and prompt them to think through the logic and possible outcomes will show that you take their suggestions seriously.

Formal Presentation

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

Development feedback:

- You appear to have the ability to effectively read and understand social situations. This social intelligence likely helps you gauge the needs and interest-level of your audience and tailor both the style and content of your presentation accordingly. However, try not to tailor your presentation too much; you must ensure that you still cover all the basics. It could be dangerous to "go off on a tangent" based solely on your perception of your audience's interest level. Try to stay on topic and grounded in the facts, as they may be necessary for clarification or background information.

- You appear to enjoy taking risks. This preference likely allows you to increase an audience's interest-level because you are willing to share unexpected ideas and interpretations. However, be careful not to present an unrealistic perspective. The benefits of taking a risk will be lost if it does not follow logically from your presentation topic or if you have not adequately researched the underlying facts. Remember to always inform your audience about both sides of an issue. This should allow them to critically evaluate the information you have presented and raise comments and questions that could help you think of important implications and future directions.

- Your responses suggest that you may be interested in exploring topics in depth, and thinking about abstract ideas. These traits likely lead you to create formal presentations that include depth of coverage, perceptive analysis, and information on alternative perspectives. This may give your formal presentations a richness and insight that is appreciated by the audience. Try not to lose patience if your audience doesn't immediately follow your train of thought. It may take some time for them to absorb the complexity of your ideas, so be sure to plan lengthy question and answer periods and provide examples for clarification.

- Your results suggests that you tend to enjoy having an audience. Your showmanship likely has a positive impact on your listeners by allowing you to deliver interesting presentations that are entertaining, dramatic, and engaging. When your presentation is over, be sure to listen carefully to people's questions and topics of discussion. Be sure to solicit feedback about the content and style of your presentation as this will help you prepare future presentations that are informative, interesting, and well-organized.

Listening

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

Development feedback:

- You tend to be composed and even-tempered, and are likely seen as a patient listener who is able to attend closely to the verbal communication of others, pick out the relevant information, and understand the message. Your calm tendencies likely inspire the trust of team members, who typically feel that you have heard their concerns. However, be sure to act on the important information that's received - after hearing a complaint, create an action plan to deal with the situation. Make it a personal goal to follow up with requests within 24-48 hours.

- You tend to be highly involved in your work. Work-related matters are likely important to you, and as such, you tend to listen closely to staff members, pick out the relevant information from a message, and accurately convey this message to others. Your colleagues and direct reports may feel as though they can approach you with virtually any problem because they know you'll be interested. Make sure you don't become immersed in problems that fall outside your expertise. In such cases, it may be more productive to refer people to others who can address their questions more efficiently.

Monitoring and Controlling

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

Development feedback:

- You seem to have a well-organized, systematic approach to record keeping and performance evaluation. This likely facilitates your ability to monitor and regulate the productivity levels of your direct reports. Although you usually make effective use of your time, your disciplined habits could border on perfectionism and cause you to dwell on trivial points instead of focusing on the big picture. If you tend to be meticulous, you might focus solely on behaviors that don't correspond with your own preferred approach, and you might forget to recognize positive behaviors. Once you have a system in place that works effectively, try not to nit-pick and fuss over specifics. Trust yourself and focus on providing constructive feedback.

Monitoring and Controlling (continued)

- You tend to appreciate the support of others and likely prefer to seek others' viewpoints. Your tendency to focus on teamwork probably keeps you in close contact with co-workers, which may enable you to accurately evaluate their performance. However, if you are intent on seeking the approval of others, you might neglect to provide discipline and honest feedback for suboptimal performance. Try developing a plan of action to deal with staff members who violate the rules. Develop your own strategy without seeking the opinion of others. This may help you gain the confidence you'll need to feel comfortable disciplining direct reports who cross the line.

- You are typically willing to accept and follow company rules and policy. You may therefore be adept at keeping your finger on the pulse of the organization and monitoring the performance of each team member. Although you tend to respect the needs and preferences of employees when monitoring individual performance, your colleagues could lose respect for you if you avoid setting rules and guidelines when it becomes clear that someone needs to take charge. Try researching new approaches and taking responsibility for your decisions so you can be confident in leading your team to success.

- Because you may be inclined to hold traditional values and adhere to conventional standards, you typically maintain fair and consistent benchmarks for evaluating performance and taking corrective action when team members' behavior is unacceptable. People who understand and share your traditional views may appreciate your values, however, you may come across as strict or rigid in your beliefs to those who take a more laissez-faire approach. Remember not to judge others' performance based on congruence of their values with yours. Keep in mind that although some people might take a different approach to handling problems, the end result is what is important.

Analytical Orientation

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

Development feedback:

- Your results indicate that you tend to be dissatisfied with aspects of your job. As a result, you may not be inclined to acquire or apply the skills and knowledge needed to effectively solve job-related problems. Even if your job isn't completely satisfying, try not to let it affect your desire to dig deeper and learn more about complex problems. You need to show others that you care about getting to the source of the issue. In fact, you may find that getting to the bottom of a particular problem may reveal the source of your potential feelings of dissatisfaction. Do a little extra research and ask a few more questions - you might gain a deeper understanding about specific problems as well as general workplace issues.

- You appear to prefer a systematic and organized approach to problem solving, which may cause you to become absorbed in the details. This tendency may affect your ability to evaluate a broad range of options in arriving at the best solution to a problem. You may need to adopt a more unstructured thinking style to evaluate the merit of some creative approaches that might not always be the result of a logical order or sequence. Remember that relying on standardized processes and protocols will not always uncover the source of an issue.

Objectivity

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

Development feedback:

- You appear to be less than fully satisfied with certain aspects of your job. Be careful not to let these feelings spill over to affect your perspective about your job in general. Chances are, there are some positive aspects to your work - it would be beneficial to separate those work issues that are actually presenting a problem from those that you enjoy. Put your biases aside and do what is best for the welfare of your team or unit. When making decisions, try to put yourself in others' shoes so you can better understand their perspective.

Objectivity (continued)

- You appear to have a sociable manner and a tendency to develop friendships in the workplace. This may mean that you occasionally sacrifice your objectivity in order to maintain relationships. Remember that sometimes you will have to make decisions that others won't like. Try to maintain a friendly, yet professional relationship with others.

- You may occasionally make hasty decisions without considering their impact, and might sometimes state opinions best kept to yourself. A tendency to act or speak before thinking may give others the impression that you let personal biases affect your judgment and decision making. In order to avoid jumping to conclusions or missing important details, consult with others who may be able to help you evaluate your decision-making process and identify any potential biases.

- Your results indicate that you have a tendency to value close emotional ties with others and may express views based more on emotion than reason. As a result, you may appear to favor certain solutions and opinions without making your underlying logic and rationale clear to others. Your goal should be to clearly explain the reasoning behind your decisions. This approach will enhance buy-in among direct reports, colleagues, and clients. Be sure to use all of the information at hand to maintain an unbiased perspective.

Delegation

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

Development feedback:

- You may often feel rushed to get things done in a timely manner. Your preoccupation with deadlines may prevent you from delegating responsibility to others, who may prefer to follow more flexible timelines. Although you may not always feel comfortable allowing direct reports discretion in how they organize their work, you must make time to properly organize tasks and responsibilities for others. It may be helpful if you set aside time at the beginning of each week to isolate high priority projects and assign tasks and duties according to team members' varied strengths, interests, and current work load.

- Individuals who are dissatisfied with certain aspects of their jobs, like yourself, may want to avoid delegating work to others because it makes them feel like the bearer of bad news. Alternatively, a satisfied supervisor may see delegation as a learning opportunity for team members that he or she is happy to provide. Recognize that many people can be more productive when they have a number of projects on the go, as it forces them to attend to priorities, schedules, and timelines. Ask direct reports if they feel like they have enough work to keep them engaged and busy. Delegate responsibility to others by matching a specific role or task to the person who is best able to handle the challenge.

Technical Orientation

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

Development feedback:

- You likely invest time and attention in using your social skills to persuade and influence others. This can lead you to focus on interpersonal issues rather than spending adequate time on technical issues and developments. Even if you find the technical side of things less interesting than projects and tasks with an interpersonal aspect, be sure to schedule time to attend to the technical aspects of your job, as these are important for keeping things running smoothly at work.

- You may not be sufficiently satisfied with some aspects of your job. As a result, you may have difficulty concentrating and remaining focused on technical issues. If your job consists of some activities that you dislike, try to delegate these tasks when possible. You may have a colleague or subordinate who is more technically-oriented and who enjoys these types of assignments. If this is not the case, try asking for assistance to help familiarize yourself with some of the background information and technical developments that are relevant to your job.

Dependability

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

Development feedback:

- You tend to enjoy abstract thought and solving complex problems. As a result, you may occasionally overcomplicate issues, which could delay completing projects according to schedule. Try to temper your complex thinking when it seems more important to settle on a decision and move forward to the next phase of a project. Use your analytical skills during the brainstorming phase, but refrain from pursuing topics in great depth when immediate action is required to advance project goals.

- Your tendency toward risky behavior may lead you to prefer the thrill of a daring venture to more mundane tasks that are required for the timely completion of projects. Because of your adventurous nature, others may question your dependability. It might be in your best interest to limit your risk taking to times when there is an appropriate balance between a risk and the potential reward, so as not to make any costly mistakes or damage your reputation. Satisfy the thrill-seeker in you by engaging in risky behavior outside of the work environment. Take up an exciting, new hobby or sporting activity.

Dependability (continued)

- You tend to be impulsive and spontaneous. This may cause you to move in several different directions at once, making it difficult for you to complete projects on time. As a result, your co-workers may feel they cannot depend on you. Practice patience and deliberation on important assignments. Try to stay focused on one major project at a time. You may find that impulsive tendencies decrease significantly when you prioritize important projects and stick to the project plan.

- Your tendency to be open to new ideas and to welcome opposing opinions means that you may get distracted by potentially irrelevant information, which in turn, may make it difficult for you to meet commitments and deadlines in a timely fashion. Try to set consistent, objective standards for meeting commitments - set a deadline and encourage your direct reports to send you feedback within a specified period of time. Remember that sometimes you will have to go against popular demand to fulfill requests from senior management. Try to be transparent about your purpose and plan of action in an effort to minimize misunderstandings or disappointments.

- You are likely not afraid to take a risk. A propensity to take chances, without taking the necessary precautions and allowing enough time to thoroughly complete your work, could lead others to question your ability to meet commitments. When taking a risk, you may not be able to foresee all possible repercussions, whether positive or negative, and this could delay progress in reaching your goals. A dependable leader will only take risks that have a high chance of paying off and that do not compromise project deadlines.

- You tend to believe that you are unlikely to make a mistake and can usually talk your way out of any situation. You may be more concerned with your social status and reputation at work than meeting daily obligations, which could lead others to question your dependability. Be sure to back up your promises and assertions with a firm action plan and relevant examples of success. If you state that you have effectively dealt with a problem in the past, be prepared to prove its successful resolution and its application to the current problem. Make sure that you only make promises that you know you will be able to keep.

Communication

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

Development feedback:

- Your results suggest that you are an energetic person who does not tire easily. Energetic, restless individuals would rather focus on starting new projects instead of sitting down with co-workers to keep them up-to-date on project developments. Remember that managers provide a crucial link in the upward and downward flow of information in organizations. Be sure to set aside some time to communicate with staff - you might find it easier and more time efficient to "bundle" important issues and then address them collectively at meetings or during group announcements.

- Your pattern of results suggests that you tend to persevere on projects, even in the face of great difficulty. Although this trait is often an asset, you could become so immersed in your own work that you forget to keep others informed about projects, important decisions, deadlines, and events. Remember that part of your role is to keep upper management and key stakeholders informed regarding progress on relevant projects. You must also remember that team members have personal lives and problems that may be distracting them. Take it upon yourself to track progress and keep everyone informed about the status of project plans.

Thoroughness

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

Development feedback:

- You tend to have an entertaining and dramatic interpersonal style. Although there is certainly a place for a charismatic, high profile leader, a focus on engaging and amusing others may interfere with your ability to concentrate on the details when completing your work. In addition, you may sometimes neglect to listen carefully to others who may have valuable suggestions or essential instructions to pass along. Make a conscious effort to stay focused on information related to the task or project at hand, in order to ensure that you are catching small mistakes and remaining vigilant about important details. If you follow others' instructions carefully, you may impress them with your thoroughness and attention to detail.

Thoroughness (continued)

- You appear to be an active, energetic person. High-energy people often feel as if they are not doing their job unless they are constantly busy. This tendency might interfere with your ability to focus on the nuances of a particular job and take the time needed to complete projects in a thorough manner. Keep in mind that this could be frustrating to those who may be relying on you to patiently review their work or add the finishing touches to an important project. After each step of a project has been completed, take a few minutes to review the completed work and ensure that you or your staff haven't omitted any important details.

- You appear to be daring and venturesome, tend to take chances, and may favor uncertainty. Although it is important to be willing to take risks in some situations, impetuous and spontaneous people may overlook important details. In any job, there will be routine tasks and maintenance – be aware that these tasks are still important, and schedule some time each day to deal with them efficiently. This might involve scanning documents and project plans with a critical eye. Remember that if you don't take the necessary precautions in double-checking your work, your risky venture could fail to deliver the results you were hoping to achieve.

- You appear to be self-assured in your interactions with others. As a result, you may be more likely to focus on presenting your ideas confidently rather than worry about making small mistakes. Consequently, you may spend little time thoroughly checking and reviewing your work. This can give staff the wrong impression about your expectations for quality assurance and your commitment to following a comprehensive, detailed approach to projects and assignments. Be sure to consider all of the facts when making decisions, and take the time to consult others and fine-tune your solutions.

- Your results suggest that you tend to be outgoing and sociable, which is a positive quality in a leader. Your direct reports likely see you as friendly and good-natured. However, it can be difficult for people who are very sociable to stay focused on their work. This may negatively affect your ability to attend to important details. Be aware of this, and attempt to remove distractions, by taking steps such as closing your door, and putting your telephone on voicemail. Try to give yourself time to complete tasks thoroughly and accurately. When you are feeling more focused than usual, take this opportunity to attend to the small details of a project.

- You tend to enjoy being around other people. In an effort to spend more time interacting with others, you may neglect specific details of your work or take a hasty, unplanned approach to tackling problems. Ideally, of course, one should be able to devote time to both work tasks and work relationships, but within the constraints imposed in a business setting, it often comes down to your priorities and obligation to ensure that everything in your department runs smoothly. Take some time to assess whether you're striking a balance between your need for social interaction and the need to get things done. You can cut down on socializing by simply re-evaluating the frequency with which you initiate casual conversations with others.

Thoroughness (continued)

- Your results indicate that you tend to be impulsive and spontaneous, which could mean that you are prone to move forward on a project without creating a comprehensive plan. Try to spend some time thinking or talking through the details of a plan, before taking action. Choose a trusted colleague to help you review the details, and plan the necessary steps that will separate the important tasks of a project into distinct milestones. This may help you account for all the crucial elements that need to come together to create the final product.

- You tend to have an adventurous and bold style and you typically enjoy the thrill of dangerous activities. People with these characteristics can have a tendency to "bulldoze" their way through difficulties rather than meticulously attend to the finer points of a problem. Although it may not be your natural tendency, try to spend some time attending to the details of a project or assignment, rather than jumping in with little regard for the consequences.

- You appear to have a lenient, "live and let live" approach, which may cause you to overlook essential details and be somewhat tolerant of substandard work. You likely let direct reports have their say and may even encourage them to openly express their dissent. Your willingness to accept opposing ideas, like any positive quality, can be carried too far. As a leader, it is critical for you to practice quality control, as the onus is on you to ensure that your staff are presenting a polished product or service to clients and stakeholders. Be sure to make your expectations clear and stay on top of reviewing others' work in order to maintain high quality standards.

Self-Discipline

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

Development feedback:

- Your responses suggest that you tend to be adventurous. You may find it difficult to resist the impulse to engage in exciting activities. This tendency may lead you to lose focus or become disinterested when completing routine projects. Remember that effective leaders are typically able to motivate others to complete challenging team goals. You can be the adventurous innovator, but make sure you display the self-discipline to keep team efforts focused on the task at hand.

- Your responses suggest that you typically enjoy solving complex problems and you may become impatient with oversimplification. As such, you can get caught up in the brainstorming and planning phase, rather than remain focused on moving a project forward. At times, you may need to refrain from exploring topics in great depth in order to meet a project deadline. Try to remember that every solution does not necessarily have to be original and complicated in order to serve its intended purpose.

Self-Discipline (continued)

- One needs to show a certain degree of caution and conservatism to maintain focus. Your apparent preference for exciting and potentially risky opportunities may not be consistent with this style. Try to remember that staff look to you for guidance, so it's important to set a good example in terms of when it is appropriate to take a risk, and when it is more important to resist an impulse and simply maintain the current course. If you set appropriate guidelines and rules for how to proceed with taking a risk, others will likely have greater success when tackling their own risky, but potentially profitable ventures.

- Your responses suggest that you tend to be self-assured and socially confident. As a result, you may be prone to overextend yourself and take on more than you can reasonably handle. This tendency may interfere with your ability to focus exclusively on individual projects, and you may move forward without considering the potential difficulties that could arise. Try to resist the impulse to jump ahead or rush through projects. If you can learn to maintain focus, balanced judgment, and self-discipline, you will likely have a positive influence on the work habits of others.

- You appear to be highly sociable and tend to value positive relationships with others. As such, you may sometimes become distracted by idle conversations. This could lead others to perceive you as lacking the self-discipline to resist an opportunity to socialize, which can interfere with the timely completion of your work. If you want direct reports to show self-discipline and diligence, then you must also display these work habits. Establish a culture where hard work is the norm, and let people know when social events are permitted in the workplace.

- You typically prefer to surround yourself with people and can easily form close personal connections and friendships. You may become distracted from a task if you prefer social interaction over diligently completing your work. Try using opportunities to socialize as a reward for completing tasks. Make sure to use your productive time wisely, and try to avoid distractions in order to focus on getting the job finished before the deadline.

- You tend to act on the "spur of the moment" and appear to be rather impulsive. This may lead to difficulties in prioritizing and a propensity to jump from one task to another, which could interfere with your ability to focus on a job or task. Try to resist impulses and distractions, and make sure to think through an idea before you act on it. An ability to show restraint and self-discipline will go a long way toward gaining others' respect and dedication to team projects.

- You may enjoy entertaining others and capturing their attention. Unfortunately, this can be a source of distraction for co-workers and may prevent you from exercising the self-discipline necessary to remain focused on the job. There are times when you must show persistence and determination at work. Try not to distract others from completing their own work – encourage productivity by being a reliable and disciplined coach and mentor.

Self-Discipline (continued)

- Your responses suggest that you tend to openly accept others' opinions and suggestions. However, these tendencies could sometimes cloud your own views and prevent you from maintaining the focus necessary to see a project through to completion. Try to find a balance - it will be difficult to get anything accomplished if you try to accommodate all requests and preferences. Some ideas, regardless of how interesting they may seem, need to be set aside in favor of meeting deadlines and reaching a decision.