



Leadership Profile



EMPLOYER REPORT

For Hiring, Training & Coaching

Kelly Sample

September 6, 2018





STRENGTHS

A) Leadership strengths related to how Kelly Sample scored:

• Strong numerical reasoning skills

- Would not require assistance with problems requiring numerical calculations
- Would be able to make correct decisions and judgments based on numerical calculations
- Would be strong at analyzing numerical data

• Open minded and innovative

- Open to change and new ideas
- Able to think in 'big picture' terms
- Willing to experiment with new tools and methods
- Good at finding creative solutions to problems

• Reserved and task-focused

- Prefers completing tasks to socializing
- Able to focus and work independently
- Has good listening skills
- Doesn't seek attention

• Sensitive and empathetic

- Helpful and considerate
- Avoids conflict
- Empathetic and understanding
- Focused on cooperation and team efforts

POTENTIAL CHALLENGES

B) Potential leadership challenges related to how Kelly Sample scored:

• Detail Orientation

- Should be given clear goals but be allowed to decide how to reach them
- Should be given a mix of 'big picture' and detailed tasks
- Will easily see 'the big picture'
- Would be comfortable with constant change

• Reserved

- Should be encouraged to share thoughts and ideas
- May not highlight or seek attention for work well done
- May need to feel comfortable before communicating openly
- Should have independent work as a significant job component

• Self-Motivation

- Would respond well to being recognized for good work
- Would benefit from occasional reminders for work quality standards
- Would respond best to being given reachable goals
- Would be motivated by group collaboration

• Preference for Change

- Would need variety and change to stay stimulated
- Should be included in brainstorming or strategizing
- Would enjoy facing new challenges
- Will be comfortable adapting to change and taking risks

Detail Orientation - Kelly Sample scored on the Mid Left Side of the Spontaneous vs. Regimented dimension.

This dimension measures the degree to which a person is conventional, rule abiding and detail-focused. Mid Left scoring individuals prefer to improvise and be flexible rather than focusing on details, planning and following set methods and processes.

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a situation when you were required to closely follow process or routine but you felt that following it might actually hold you back. How did you handle the situation?
- Give me an example of a time when you had to be detail-focused in order to complete a task successfully. What did you do and what were the results?

Reserved - Kelly Sample scored on the Left Side of the Reserved vs. Outgoing dimension.

This dimension measures the degree to which a person enjoys and is comfortable with social interaction. Left Side scoring individuals have a lower need for social interaction. They are typically reserved and prefer to focus completing tasks.

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a recent time when you had to initiate contact and build a relationship with a new person or group. Describe the situation and your actions in detail.
- Give me an example of a time when you were in a situation where communicating with someone was challenging. What was the situation and how did you handle it?

Self-Motivation - Kelly Sample scored on the Mid Range of the Contented vs. Achievement-Focused dimension.

This dimension measures the degree to which a person is focused on achieving challenging goals. Mid-range scoring individuals are able to complete their objectives and tasks but may not expect to achieve highly challenging goals.

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you faced a challenge that required an exceptional amount of self-motivation to overcome. Please describe the situation and your actions in detail.
- Tell me about a time when you had to motivate yourself to accomplish something difficult. What was the situation and how did you motivate yourself?

Preference for Change - Kelly Sample scored on the Mid Right Side of the Conventional vs. Open-minded dimension.

This dimension measures the degree to which a person is curious, imaginative and innovative. Mid Right scoring individuals can be creative and imaginative when it is required but will still remain practical in their problem solving approach.

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you had to do a tedious task or set of tasks. What was the situation and what did you do?
- Give me an example of a time when you needed to be creative or innovative in order to complete a task or objective. What was the situation and how did you respond?

Introduction

This report is a summary of strengths and areas for coaching and development based on responses to the items in the assessment. The report is focused around six main dimensions addressing different aspects of your workstyle. Keep in mind as you read the report that right side scores are not better than left side scores. There are positive and negative implications for both right side and left side scores, although certain scores are more preferable for certain roles.

The results in this report are based on research conducted with samples of working adults and can be expected to represent the candidate's work-relevant characteristics. It is important to remember, however, that these results should not be used as the sole factor when making a hiring decision and should always be considered in the context of all available information about the candidate's fit to a specific role and work environment.

Kelly Sample's primary traits:

Reserved

Open-minded

Dominant

These are the most extreme scores from the personality profile below.

Summary of Kelly Sample's results:

	LEFT SIDE	MID LEFT	MID RANGE	MID RIGHT	RIGHT SIDE	
Non-Dominant Not motivated to lead others, less assertive						Dominant Driven to lead others, assertive
Contented Modest expectations and objectives						Achievement-Focused Motivated to reach challenging goals, high expectations of oneself
Reactive Sense of urgency and reactive to stress and pressure						Calm Even-tempered, calm when working under pressure
Reserved Task focused; does not have a strong need for social interaction						Outgoing Comfortable with social interaction and talkative
Direct Straightforward and direct						Empathetic Sensitive to the needs of others and tactful
Spontaneous Flexible and improvising						Regimented Rule abiding and detail focused
Conventional Practical and prefer predictability						Open-minded Imaginative, open to change, curious and creative

Kelly Sample's Validity Category:

Acceptable

If the validity category is "Caution":

- Interpret the results above with caution
- Verify results with interview and reference questions



The marker represents this person's results. The average results of working adults is at the middle point of each dimension.

Disclaimer:

We cannot predict the occurrence of specific incidents, but only the probability that people will engage in behaviors that increase the likelihood of incidents. These assessment results should always be considered in the context of all available information about a person; do not use this as the sole factor for making employment-related decisions.

Dimension 1: Non-Dominant vs. Dominant



Kelly Sample scored in the Mid Right of the Non-Dominant vs. Dominant dimension.

This dimension measures the degree to which a person is driven to take charge and lead others. Right side scoring individuals tend to be ambitious and focused on influencing others. They prefer to take charge and assume a leadership role.

Positive characteristics related to how Kelly Sample scored:

- Confident and self-motivated
- Sets and reaches difficult goals
- Enjoys leading others
- Driven to take charge

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Provides the ability to take charge and lead
- Has the responsibility of managing a team or managing important projects/initiatives
- Involves decision making responsibilities
- Provides adequate freedom and resources to accomplish tasks quickly

Coaching/developmental areas related to how Kelly Sample scored:

- Would be most comfortable when having decision making ability
- Would be most satisfied when able to make independent decisions

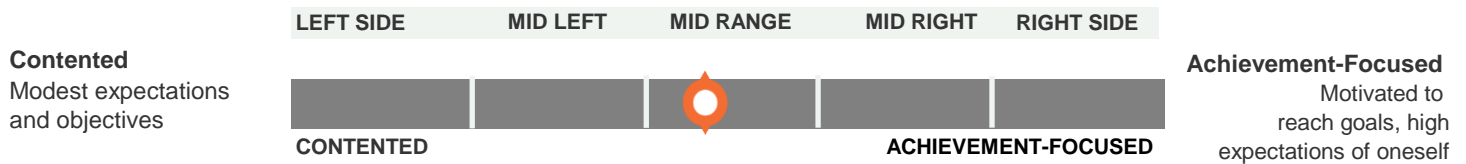
Management considerations for leading Kelly Sample:

- Can be given the authority to manage people or projects
- Will not prefer to be managed or monitored closely
- Will likely prefer to have a high degree of autonomy
- Would benefit from coaching on leadership skills

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Give me an example of a time when you had to be firm and assertive in order to negotiate a solution with a customer or co-worker. What was the situation and how did you handle it?
- Tell me about a particularly challenging time when you had to influence or convince someone to do something in order to reach your objective. What was the situation and what did you do?

Dimension 2: Contented vs. Achievement-Focused



Kelly Sample scored in the Mid Range of the Contented vs. Achievement-Focused dimension.

This dimension measures the degree to which a person is focused on achieving challenging goals. Mid-range scoring individuals are able to complete their objectives and tasks but may not expect to achieve highly challenging goals.

Positive characteristics related to how Kelly Sample scored:

- Able to fulfil responsibilities
- Able to meet others' standards and expectations
- Able to complete tasks and reach objectives
- Has modest expectations of themselves and others

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Requires meeting realistic standards and expectations
- Rewards employees who do good work
- Requires moderate effort and self-motivation
- Has realistic, reachable goals

Coaching/developmental areas related to how Kelly Sample scored:

- May find it challenging at times to consistently meet others' expectations
- May need encouragement with goals that are difficult to reach

Management considerations for leading Kelly Sample:

- Would respond well to being recognized for good work
- Would benefit from occasional reminders for work quality standards
- Would respond best to being given reachable goals
- Would be motivated by group collaboration

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you faced a challenge that required an exceptional amount of self-motivation to overcome. Please describe the situation and your actions in detail.
- Tell me about a time when you had to motivate yourself to accomplish something difficult. What was the situation and how did you motivate yourself?

Dimension 3: Reactive vs. Calm



Kelly Sample scored in the Mid Left of the Reactive vs. Calm dimension.

This dimension measures the degree to which a person is calm and tolerant of stress and pressure. Mid Left scoring individuals are emotionally expressive and have a strong sense of urgency. They are often seen as tense and reactive to stress.

Positive characteristics related to how Kelly Sample scored:

- Seen as balanced and stable
- Able to handle typical job stress
- Self-aware
- Receptive to feedback

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Has a balanced workload with a variety of tasks
- Has a mix of high and low stress tasks
- Is demanding but not highly stressful
- Has realistic performance expectations

Coaching/developmental areas related to how Kelly Sample scored:

- May prefer to think through possibilities before taking action
- May not always display a sense of urgency

Management considerations for leading Kelly Sample:

- Able to perform under pressure
- Should be given ambitious but reachable goals and targets
- Can handle challenging tasks and projects
- Will likely not appreciate management over-reacting to minor issues or threats

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you had so many demands on you that you were unable to complete them all? What was the situation and how did you respond?
- Give me an example of a time when you demonstrated a sense of urgency in order to resolve an issue or problem. What were the circumstances and what actions did you take?

Dimension 4: Reserved vs. Outgoing



Kelly Sample scored in the Mid Left of the Reserved vs. Outgoing dimension.

This dimension measures the degree to which a person enjoys and is comfortable with social interaction. Left Side scoring individuals have a lower need for social interaction. They are typically reserved and prefer to focus completing tasks.

Positive characteristics related to how Kelly Sample scored:

- Prefers completing tasks to socializing
- Able to focus and work independently
- Has good listening skills
- Doesn't seek attention

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Focuses on completing tasks
- Doesn't have a main focus on communicating
- Doesn't primarily involve interacting with unfamiliar people
- Involves completing independent work

Coaching/developmental areas related to how Kelly Sample scored:

- May not openly voice ideas and opinions
- May not seek recognition for performance

Management considerations for leading Kelly Sample:

- Should be encouraged to share thoughts and ideas
- May not highlight or seek attention for work well done
- May need to feel comfortable before communicating openly
- Should have independent work as a significant job component

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a recent time when you had to initiate contact and build a relationship with a new person or group. Describe the situation and your actions in detail.
- Give me an example of a time when you were in a situation where communicating with someone was challenging. What was the situation and how did you handle it?

Dimension 5: Direct vs. Empathetic



Kelly Sample scored in the Mid Right of the Direct vs. Empathetic dimension.

This dimension measures the degree to which a person seems sensitive and empathetic. Mid Right scoring individuals are seen as cooperative and agreeable but can be forthright and direct in situations where they feel it is necessary.

Positive characteristics related to how Kelly Sample scored:

- Helpful and considerate
- Avoids conflict
- Empathetic and understanding
- Focused on cooperation and team efforts

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Doesn't involve being exposed to a lot of negative feelings and conflict
- Involves helping others
- Requires being empathetic and sensitive to the needs of others
- Has an emphasis on collaboration and teamwork

Coaching/developmental areas related to how Kelly Sample scored:

- May put others' concerns ahead of one's own
- May be uncomfortable in situations with interpersonal conflict or tension

Management considerations for leading Kelly Sample:

- Should be openly recognized and appreciated for work well done
- Will likely need to feel that helping others is a primary goal
- Should be given opportunities to collaborate with others
- Would perform best in a supportive team environment

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Sometimes customers or co-workers make unreasonable requests. Describe a time when someone made an especially unreasonable request to you. How did you handle this situation?
- Tell me about a time when you had to deal with someone who was angry or upset with you. What was the situation and how did you handle it?

Dimension 6: Spontaneous vs. Regimented



Kelly Sample scored in the Mid Left of the Spontaneous vs. Regimented dimension.

This dimension measures the degree to which a person is conventional, rule abiding and detail-focused. Mid Left scoring individuals prefer to improvise and be flexible rather than focusing on details, planning and following set methods and processes.

Positive characteristics related to how Kelly Sample scored:

- Not bound by rules or tradition
- Easily grasps the 'big picture'
- Able to improvise
- Able to quickly adapt to new processes

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Has a mix of detailed and 'big picture' work
- Has an element of variety and unpredictability
- Doesn't primarily focus on performing repetitive tasks
- Has some flexibility in how tasks are completed

Coaching/developmental areas related to how Kelly Sample scored:

- May prefer to focus on 'big-picture' issues
- Will likely follow the most efficient route to achieving objectives

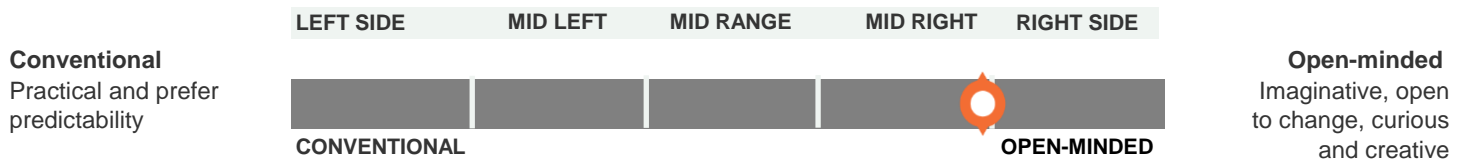
Management considerations for leading Kelly Sample:

- Should be given clear goals but be allowed to decide how to reach them
- Should be given a mix of 'big picture' and detailed tasks
- Will easily see 'the big picture'
- Would be comfortable with constant change

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a situation when you were required to closely follow process or routine but you felt that following it might actually hold you back. How did you handle the situation?
- Give me an example of a time when you had to be detail-focused in order to complete a task successfully. What did you do and what were the results?

Dimension 7: Conventional vs. Open-minded



Kelly Sample scored in the Mid Right of the Conventional vs. Open-minded dimension.

This dimension measures the degree to which a person is curious, imaginative and innovative. Mid Right scoring individuals can be creative and imaginative when it is required but will still remain practical in their problem solving approach.

Positive characteristics related to how Kelly Sample scored:

- Open to change and new ideas
- Able to think in 'big picture' terms
- Willing to experiment with new tools and methods
- Good at finding creative solutions to problems

Job-Fit Considerations – Kelly Sample would fit best into a role that:

- Requires finding creative solutions to problems
- Allows for innovation and developing new ideas
- Involves exposure to new ideas
- Allows some decisions to be made based on intuition

Coaching/developmental areas related to how Kelly Sample scored:

- May need a lot of variety in tasks to remain stimulated
- May over-analyze situations or problems at times

Management considerations for leading Kelly Sample:

- Should be given the opportunity to try new approaches to tasks
- Should be included in brainstorming or strategizing
- Would enjoy facing new challenges
- Will be comfortable adapting to change and taking risks

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you had to do a tedious task or set of tasks. What was the situation and what did you do?
- Give me an example of a time when you needed to be creative or innovative in order to complete a task or objective. What was the situation and how did you respond?



Business Reasoning Defined

This section is a summary of Business Reasoning abilities calculated from the assessment you completed. When reviewing results:

- 1) Consider the participant's position
- 2) Consider the level of business reasoning complexity required for success

Summary of Kelly Sample's results:

Verbal Reasoning Ability	Numerical Reasoning Ability
Advanced	Advanced

Detailed Results

VERBAL REASONING ABILITY

Basic
May have difficulty understanding and solving business problems in a written verbal format.

Basic

Intermediate

Advanced

Advanced
Can understand & solve business problems in a written or verbal format using correct logic & judgment

Kelly Sample has an Advanced understanding of verbal reasoning with a percentile rank of 81.

Job Performance Considerations

- Would not need assistance solving day-to-day scenarios requiring logic and reasoning
- Would be able to make correct judgments from written information
- Would be a good contributor to solving team challenges

Suggested interview questions to determine 'Fit':

- Describe a time when there was a complex document that you had to understand and then make recommendations based on your understanding. What was the situation and what was the result of your recommendations?

NUMERICAL REASONING ABILITY

Basic
May have difficulty understanding and solving business problems requiring calculations.

Basic

Intermediate

Advanced

Advanced
Can understand & solve business problems in a numerical format by making the appropriate calculations & judgments

Kelly Sample has a Highly Advanced understanding of numerical reasoning with a percentile rank of 99.

Job Performance Considerations

- Would not require assistance with problems requiring numerical calculations
- Would be able to make correct decisions and judgments based on numerical calculations
- Would be strong at analyzing numerical data

Suggested interview questions to determine 'Fit':

- Tell me about a particularly challenging time when you were asked to analyze numerical data and then make recommendations. What process did you use to draw your conclusions?

Conflict Management Styles Defined

Collaborating - Works to find a 'win-win' solution where both parties reach their objectives.


Obliging - Resolves conflict by 'giving in' and letting the other party have its way.

Dominating - Resolves conflict by directing the other party to accept his/her position.

Avoiding - Chooses to avoid conflict rather than face it directly.

Compromising - Resolves conflict by 'meeting in the middle' where both parties lower their demands.

Scores Explained

The marker  represents this participant's results compared to a research sample of managers

Scores range between 1-10 with the average range between 3.5-7.5 and a midpoint of 5.5.

With Supervisors

Collaborating

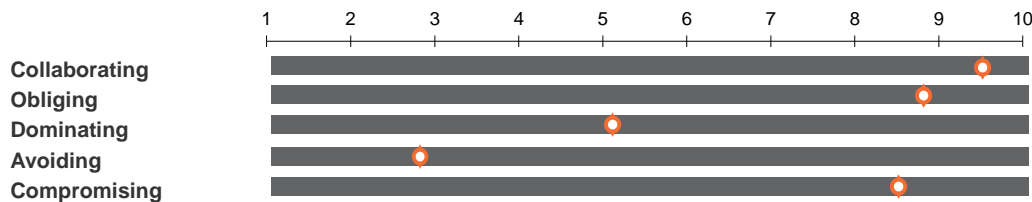
Obliging

With supervisors or people they reports to, their primary or preferred conflict management style is 'Collaborating'.

This means that Kelly Sample would most likely try to find a "win-win" solution where both parties can achieve their objectives.

Their second most preferred conflict management style with their supervisors is 'Obliging'.

This indicates that Kelly Sample would also be willing to let the other party get what they want to resolve a conflict or disagreement.



With Direct Reports

Dominating

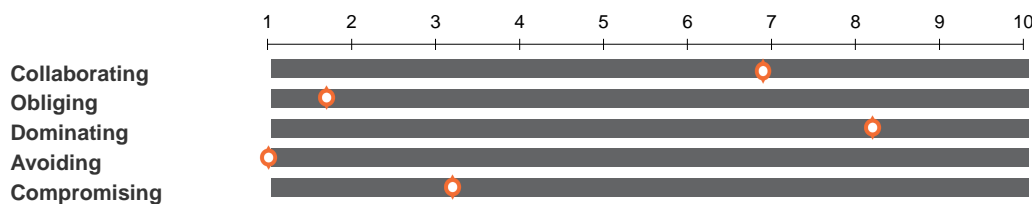
Collaborating

With direct reports, their primary or preferred conflict management style is 'Dominating'.

Based on this, Kelly Sample would most likely be firm and directive to quickly and decisively resolve issues or challenges with direct reports.

Their second most preferred conflict management style with their direct reports is 'Collaborating'.

This indicates that Kelly Sample would also try to find a way for both parties to get what they want, when possible.



With Peers

Collaborating

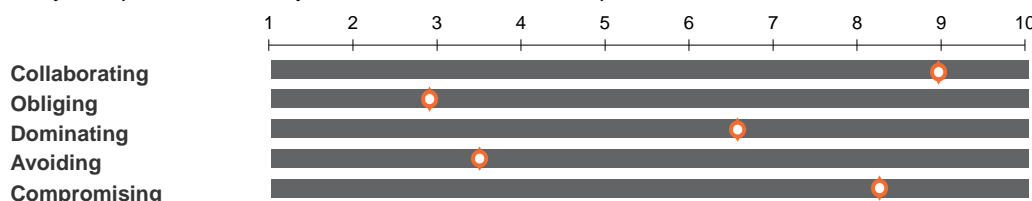
Compromising

With their peers, their primary or preferred conflict management style is 'Collaborating'.

This shows that Kelly Sample would most likely try to find a "win-win" so both all parties get what they want without having to make concessions.

Their second most preferred conflict management style with their peers is 'Compromising'.

This indicates that Kelly Sample would also try to find a solution where all parties make concessions to "meet in the middle".



DISCLAIMER: These results should always be considered in the context of all available information about a person and should not be used as the sole factor for making employment-related decisions.

SOLUTIONS



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** Employer and Participant reports*



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** Employer and Participant reports*

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