



Leadership Potential for Managers Test Report

Candidate:
Jane Sample

Date:
5/12/20

Leadership Potential for Managers Test Report

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CANDIDATE SUMMARY

- Responses indicate a PREFERENCE FOR CHANGE and a greater affinity for new learning, novelty and variety than for familiarity, predictability and routine.
- Responses indicate a mix of OPTIMISTIC and PESSIMISTIC orientations, suggesting that - depending on the situation - sometimes anticipating success, sometimes expecting failure, and sometimes experiencing ambivalence about whether to hold high hopes and generally seeing several scenarios for the future.
- Responses indicate an EMOTIONALLY RESILIENT personality, generally able to handle job stress and pressures and maintain composure when confronted with potentially frustrating circumstances.
- Responses reflect a WORK-CENTERED style. Expresses a higher priority for work than for other features of life indicating that work comes first and usually adjusts other parts of life to accommodate it.
- Responses reflect a blend of FLEXIBLE and STRUCTURED personal styles, indicating a preference for a spontaneous, creative, big-picture approach as often as a preference for a predictable, organized, detail-oriented approach and may vary style from one situation to another.
- Responses indicate an EXTROVERTED style, indicating a more gregarious, sociable, talkative, sociable, affiliative and outward-oriented than many people who participated in this assessment, yet not as extroverted as some. Overall, registers as more comfortable dealing with other people and the world of action; are generally less comfortable than with inner thoughts and feelings, but in a few situations have some tendencies toward introversion with solitary analysis and reflection.
- Responses demonstrate a COLLABORATIVE orientation. Registers a stronger preference for teamwork, joint effort and cooperation than for working "solo" and relying on individual efforts.
- Responses indicate a preference for interacting with other people using both ASSERTIVE AND ACCOMMODATING styles equally—sometimes taking the lead and exerting influence in a direct, persuasive way; other times, being accommodating, seeking harmony and following the lead of others.
- Responses indicate a HUMAN RELATIONS ORIENTED management style, emphasizing consideration for the feelings, experiences and emotional states of direct reports.
- Responses indicate a PARTICIPATIVE management style, typically taking an empowering approach, emphasizing delegation and preferring to trust subordinates to take substantial responsibility.
- Responses reflect a HIGHLY VISIONARY LEADERSHIP style. Expresses a much stronger emphasis on the organization's vision of the future, mission and long-term strategic plan than on day-to-day operations and goals.

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Introduction

Success in one's job and career is based on a combination of job-related knowledge and behavioral / interpersonal skills. Both job performance and workplace conduct is translated through basic personality. Learning more about core attributes is important because they have a big impact on an employee's:

- Leadership skills
- Ability to get along with others
- Ability to handle stress
- Organizational skills
- Willingness to adapt and learn
- Attitudes towards work
- Level of effort and achievement

About this Report

This report is based on responses to Resource Associates' Personal Style Inventory (PSI), which evaluates dimensions of performance that are critical to success across all types of jobs. The scores in this report reflect answers measured against a norm base of the general working population. It has been subjected to multiple research studies over the last 40 years, and the results have been published many times in peer reviewed scholarly journals. The PSI has been used with hundreds of thousands of people across all sectors of the workforce.

This report first provides a brief overview of test results, followed by a one-page explanation for each of the individual dimensions.

After reading this report, you will :

- Gain an in-depth appreciation for the personality dimensions that are key to job performance.
- Learn how each score is evidenced in everyday job behaviors.
- Develop an understanding of specific behavioral strengths and best-fit work situations..
- Identify potential problems and assignments that should probably be avoided.
- Get suggestions for workplace development.

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Interpreting This Report

The test dimensions measured fall into four categories as shown below.

Personal Style

Emotional Orientation	Degree to which emotionality colors behavior.
Rules Orientation	Preference for freedom to choose vs. conforming to rules.
Motivation for Work	Is money or intrinsic job satisfaction the driving force?
Work / Life Balance	Does one live to work, or work to live?

Interpersonal Style

People Orientation	Tendency to need a lot of quiet time versus a need to be energized by people.
Team Orientation	Preference for working on one's own assignments or working collaboratively.

Orientation to the Future

Tolerance for Change	A preference for predictability and stability versus novelty and excitement.
Enthusiasm / Trust	Confident and trusting or cautious and careful?

Management Style

Comfort with Leadership	To what degree does one gravitate to leadership roles or individual contributor roles?
Procedural vs. Big-Picture	Preferring to work with details or focus more on new possibilities.
Leadership Controls	Preferring to "stay on top of" all the details versus empowering others to make their own choices.
Human Relations	Feeling responsible for whether people are satisfied in their jobs versus believing feel they should take ownership for their own satisfaction.

Understanding Scores

Test scores are shown on a continuum that displays both sides of a personality dimension -- one on the left and one on the right. Each side has both positives and negatives so there is no one best personality. No matter where the score falls, information can be gained about an individual's work behaviors and leadership style as well as opportunities for personal growth.

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LEADERSHIP POTENTIAL FEEDBACK REPORT FOR Jane Sample

Scores are indicated by the symbol ♦, and are referenced against general adult working norms designated by five boxes ranging from low to high.

Use the feedback statements that appear in the right and left columns of the pages that follow while discussing key insights and potential areas of improvement with your employee.

PERSONAL STYLE					
Emotionally Reactive Reactive to work pressure, you are drained by stress and conflict in your work environment. You respond strongly to stressors, readily internalize tensions, develop symptoms of strain, and recover slowly from setbacks.				♦	
					Emotionally Resilient Resilient to work pressure, you can handle high levels of job stress without becoming upset. Calm when faced with stressors and conflict, you tend not to internalize tensions, and you recover quickly from disappointments and setbacks.
Non-Work-Centered You value time with family, friends, recreation, or other parts of your life besides work, so you try to maintain balance of work and non-work. Work represents one of many priorities.				♦	
					Work-Centered Work is central to your life and more important to you than other things, so you commit most of your time and energy to work. For you, career comes first; you adjust other parts of your life to fit.
Flexible Spontaneous, flexible, and adaptable, you strive to get results, by unconventional means if necessary, and feel restricted by rules and regulations. Comfortable with ambiguity, you appreciate originality and nonconformity in those around you.			♦		
					Structured Orderly, organized, and predictable, you strive to work according to plan and obey the rules, and you expect others to do the same. Comfortable with established procedures and policy, you appreciate reliability and conscientiousness in those around you.

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INTERPERSONAL STYLE

<div>Introverted</div> <div>Inward-oriented and reserved, you prefer one-to-one or small group meetings to larger groups. You like to concentrate on one task at a time in a quiet setting with few distractions. Interacting with others takes energy; you re-energize by spending time alone.</div>	<div></div> <div></div> <div></div> <div>◆</div> <div></div>	<div>Extroverted</div> <div>Outgoing, gregarious, and talkative, you enjoy meetings and gatherings of all kinds and conversations with many people. You like to work interactively on multiple tasks and don't mind interruptions. Being alone takes energy, you re-energize by spending time with people.</div>
<div>Independent</div> <div>Self-reliant, you prefer working by yourself independently of others. You place primary value on individual contributions at work.</div>	<div></div> <div></div> <div></div> <div>◆</div> <div></div>	<div>Collaborative</div> <div>Collaborative, you prefer working jointly and interdependently with others on group efforts requiring cooperation. You place a high value on teamwork.</div>

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ORIENTATION TO THE FUTURE

<p>Preference For Stability</p> <p>You value familiarity, predictability, and precedent, and find comfort in stability, routine, and tradition. New tasks and new learning may be uninteresting and demanding on you.</p>	<div></div> <div></div> <div></div> <div>◆</div> <div></div>	<p>Preference For Change</p> <p>You value new learning, change, and innovation, and find motivation in novelty, variety, and possibilities for improvement. New tasks and new learning are stimulating and attractive to you.</p>
<p>Vigilant</p> <p>Attuned to possible difficulties, you expect problems to arise and anticipate that roadblocks will interfere. You readily envision future trouble and tend to believe that what can go wrong, will go wrong.</p>	<div></div> <div></div> <div>◆</div> <div></div> <div></div>	<p>Optimistic</p> <p>Inclined to foresee positive outcomes, you expect things to go well, and anticipate that problems along the way will be manageable. You readily envision a bright future and tend to believe that what can go right, will go right.</p>

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MANAGERIAL STYLE						
Accommodating Leadership Accommodating and respectful; you are motivated to seek harmony among the people who report to you and exert influence on them in an indirect manner.			◆			Assertive Leadership Assertive, motivated to exert influence and impose your will on the people who report to you. You take charge of things and prefer a strong leadership role.
Role-Relations Oriented Concerned with treating subordinates equally, you keep an emotional distance from employees. You strive to keep work relationships free from bias or favoritism, avoid personal involvements, and maintain proper, professional boundaries.				◆		Human Relations Oriented Concerned for the welfare of subordinates and consideration of their needs and concerns, you show an active interest in the thoughts and feelings of the people who report to you. You maintain close relationships with them and prefer to know them personally.
Participative You invite employees to participate in decisions and focus on delegation of responsibility and authority. You expect independence and initiative, and will give broad, general assignments, trusting employees to handle the details.		◆				Directive You closely direct the activities of employees and focus on authority and control. You expect employee compliance and will give specific, detailed assignments while closely monitoring progress and performance.
Operational Leadership As a leader you emphasize immediate goals and day-to-day accomplishments. You focus more on implementation and tangible results than on strategy and long-term planning.					◆	Visionary Leadership As a leader you emphasize the long-range vision of the future, broad mission, and over-arching values. You focus more on strategic planning and direction than on implementation and day-to-day tactics.

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INDIVIDUAL TRAIT SUMMARY FOR Jane Sample

Preference For Stability You value familiarity, predictability, and precedent, and find comfort in stability, routine, and tradition. New tasks and new learning may be uninteresting and demanding on you.				◆		Preference For Change You value new learning, change, and innovation, and find motivation in novelty, variety, and possibilities for improvement. New tasks and new learning are stimulating and attractive to you.
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Responses indicate a **PREFERENCE FOR CHANGE** and a greater affinity for new learning, novelty and variety than for familiarity, predictability and routine.

Strengths

- Comfortable with change and innovation, you may be seen as someone committed to improving the status quo and advocating continuous improvement.
- With your interests in new concepts and fresh ideas, you regularly envision new possibilities and enthusiastically embrace experimentation with them.

Weaknesses

- Some people may see you as a bit too unconventional or unorthodox. You may be too inclined to reject well-established ways of doing things, possibly even when they are better than the new way.
- You may become bored more quickly than most by repetition and routine, and you may lose interest in activities you have done on a regular basis. "Been there, done that" can be an expression of your discomfort or even irritation.

Best-Fit Work Situations

- Ideally you work in a setting that requires substantial new learning to solve problems that change on a regular basis. Lifelong learning is a concept to which you can relate.
- You are at your best in work that regularly gives you new projects and challenges, like consulting, project design and planning, troubleshooting, and marketing.

Worst-Fit Work Situations

- It would be dissatisfying for you to work in a work role that required you to apply the same skills and knowledge on a continuing basis, with an emphasis more on dependability and stability than on originality and change.
- You are likely to become dissatisfied in work that calls for repeating the same procedure or routine over and over again.

Suggestions For Development

- When required to apply the same knowledge, skills, and abilities, look for opportunities to improve the efficiency, quality, and quantity of your work.
- When you find yourself impatient with a routine procedure or established process, actively research its history and find out what made it worth changing to in the first place. Be sure you can justify proposed changes.

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Vigilant Attuned to possible difficulties, you expect problems to arise and anticipate that roadblocks will interfere. You readily envision future trouble and tend to believe that what can go wrong, will go wrong.			◆			Optimistic Inclined to foresee positive outcomes, you expect things to go well, and anticipate that problems along the way will be manageable. You readily envision a bright future and tend to believe that what can go right, will go right.
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Responses indicate a mix of OPTIMISTIC and PESSIMISTIC orientations, suggesting that - depending on the situation - sometimes anticipating success, sometimes expecting failure, and sometimes experiencing ambivalence about whether to hold high hopes and generally seeing several scenarios for the future.

Strengths

- As someone able to envision both best-case and worst-case scenarios, you can see the problems in optimistic plans, and possible ways out of difficult situations.
- Not easily swayed by people who appear over-confident or overly self-doubting, you prefer a "wait-and-see" approach, and may judge others more by past performance than promises or predictions.
- With your capability of striking a balance between optimism and pessimism, co-workers can probably count on you to be realistic in situations where others might be gullible or naive.

Weaknesses

- If called upon to serve as "devil's advocate," you may have trouble making a sustained case for the failure scenarios, as you can just as easily argue for the success scenarios.
- If you offer unsolicited criticism of those who ignore seemingly obvious flaws in their plans, your more optimistic co-workers may see you "raining on their parade."
- You may tend to resist supporting what appears to be an unrealistic "party line," and if you do give your support, your endorsement may be faint, half-hearted, and unconvincing.

Best-Fit Work Situations

- If you serve as a member of a management team you are likely to be effective in steering the group's decisions and plans toward the "middle of the road," neither too optimistic nor too pessimistic.
- Your best work situations call upon your sense of realism and your capacities to envision both the problems and the prospects in work situations; you may find yourself satisfied and effective in a role that involves such tasks as evaluating investments, reviewing proposals, or making contingency plans.

Worst-Fit Work Situations

- In a work role that requires you to spend virtually all of your time looking for problems, defects, or errors, you may eventually become dissatisfied; positions like quality inspection and claims adjustment may be stressful for you.
- You may have trouble in roles that require sustained, full-time expression of high hopes for the future, as with clients who need constant reassurance or employees who need a positive vision.

Suggestions For Development

- Consider asking co-workers for feedback about whether you effectively blend a focus on prospects for success versus failure, or whether your changes in outlook are at times puzzling or unpredictable.
- For someone who blends optimistic and pessimistic orientations, a developmental challenge is to identify specific situations that prompt you to go into "best case" or "worst case" modes, and situations in which you can easily switch back and forth.

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Emotionally Reactive				◆		Emotionally Resilient
Reactive to work pressure, you are drained by stress and conflict in your work environment. You respond strongly to stressors, readily internalize tensions, develop symptoms of strain, and recover slowly from setbacks.						Resilient to work pressure, you can handle high levels of job stress without becoming upset. Calm when faced with stressors and conflict, you tend not to internalize tensions, and you recover quickly from disappointments and setbacks.

Responses indicate an EMOTIONALLY RESILIENT personality, generally able to handle job stress and pressures and maintain composure when confronted with potentially frustrating circumstances.

Strengths

- A stable and rather hardy person, you generally can put disappointments and setbacks behind you fairly quickly and move on to the next challenge.
- You have considerable emotional stamina and can withstand most forms of long-term stress on the job as well as daily trials and tribulations while keeping an even keel.
- Your calm under pressure usually enables you to deal constructively with difficult situations that some people may not be able to handle with equanimity.

Weaknesses

- As a way of coping with stress at work you may at times be "in denial" about stress and strain you and your co-workers experience; you may have trouble acknowledging and talking openly about negative emotions and distress.
- Being resilient to stress yourself, you may have some difficulty empathizing with co-workers who are less stress-resistant.
- You may sometimes push yourself to work harder than is healthy or sustainable in the long term.

Best-Fit Work Situations

- For a hardy person like yourself, an ideal work role has moderate to high levels of demand and challenge; you might become bored in a position that does not tax your abilities at least some of the time.
- You are likely to be most satisfied in an organization where most of your co-workers are also emotionally stable and well-adjusted.

Worst-Fit Work Situations

- In a high-pressure work role in an organization that demands self-discipline and discourages expressions of weakness, you might unknowingly push yourself beyond your tolerance for prolonged stress, and suddenly experience "burnout."
- You can expect to become restless and unhappy in a tranquil, low-pressure position with few sources of excitement.

Suggestions For Development

- Consider asking for feedback from co-workers about whether you seem to be taking on too much work or "burning the candle at both ends" too often for your own good.
- Hardy, stress-resistant people can at times seem insensitive, or unsympathetic to co-workers who react more strongly to stress; if you believe this might apply to you, ask a trusted friend whether you need to be more supportive of co-workers experiencing stress.

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Non-Work-Centered				◆		Work-Centered
You value time with family, friends, recreation, or other parts of your life besides work, so you try to maintain balance of work and non-work. Work represents one of many priorities.						Work is central to your life and more important to you than other things, so you commit most of your time and energy to work. For you, career comes first; you adjust other parts of your life to fit.

Responses reflect a WORK-CENTERED style. Expresses a higher priority for work than for other features of life indicating that work comes first and usually adjusts other parts of life to accommodate it.

Strengths

- Because of your solid work ethic, you may be among the few who get the really tough assignments - and you probably handle them so well, you can expect more.
- You are usually willing to work extra hours and weekends, if necessary, to complete your tasks and projects on time.
- Your priority on work motivates you to strive for work productivity; people at work can usually count on you to "go the extra mile" for your customers and your projects.

Weaknesses

- Some settings reward working "smart" rather than hard; thus, your employer may see you as needing to find more efficient ways to do your work.
- You may sometimes over-emphasize your commitment to work, which takes away time and energy you might devote to family, friends, recreation, and non-work pursuits.

Best-Fit Work Situations

- Most organizations welcome work-centered people like you and will reward your commitment and willingness to work overtime or irregular hours. If you are on the verge of working too much, a better work situation for you is one that forces you to take time off, allowing you to renew yourself and to avoid burnout.
- Your ideal job challenges you regularly and takes advantage of your capacity for hard work. It reinforces but not abuse, your work drive.

Worst-Fit Work Situations

- Beware of a job that pays for unlimited overtime; such a job encourages workaholism and an encroachment on personal/family life by the job.
- While you are likely to perform well in many jobs where effort counts, you may become bored and unhappy in jobs that seem too easy or where you cannot distinguish yourself from others by your hard work. For you, the list of such jobs is likely to be fairly long.

Suggestions For Development

- Seriously consider following the suggestions you may hear sometimes from those close to you: Take a few days off - and leave all of your work behind! You may need to sharpen the boundaries between work and personal life by setting limits on bringing work home or on vacation.
- You may need to put more time on your calendar for leisure, fun, family, and other non-work commitments.

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Flexible			◆			Structured
Spontaneous, flexible, and adaptable, you strive to get results, by unconventional means if necessary, and feel restricted by rules and regulations. Comfortable with ambiguity, you appreciate originality and nonconformity in those around you.						Orderly, organized, and predictable, you strive to work according to plan and obey the rules, and you expect others to do the same. Comfortable with established procedures and policy, you appreciate reliability and conscientiousness in those around you.

Responses reflect a blend of FLEXIBLE and STRUCTURED personal styles, indicating a preference for a spontaneous, creative, big-picture approach as often as a preference for a predictable, organized, detail-oriented approach and may vary style from one situation to another.

Strengths

- An adaptive problem-solver, you like to consider conventional, standard answers as well as creative, "out-of-the-box" alternatives; co-workers can look to you for both kinds of solutions.
- When circumstances demand it, you can follow accepted rules and go "by the book," or if necessary, you can establish your own procedures and set your own pace.
- You are capable of bursts of spontaneity that bring a sense of fun to your work and may challenge the status quo in a constructive way.
- You are equally at ease working on vague, ambiguous tasks with few guidelines and structured, step-by-step tasks with detailed specifications.

Weaknesses

- Some co-workers may regard you as unpredictable if they see you use organized ways of working on some occasions and unexpectedly use a free-form approach on other occasions.
- To some people you may come across as ambivalent or inconsistent in your respect for authority, dedication to the organization, or support for "correct" ways of doing things.
- You may demonstrate inconsistent attention to detail, sometimes striving for complete accuracy and sometimes adopting a more casual approach.

Best-Fit Work Situations

- It is important for your work role to have clear, specific expectations concerning the situations in which you have autonomy to work independently and those in which you must follow the rules.
- Your ideal work situation includes some well-defined tasks that require adherence to procedure and some open-ended tasks that give you the independence to develop your own ways of working -- for example, in management, training, teaching, product design, and internal consulting.

Worst-Fit Work Situations

- Regimented work roles requiring strict adherence to established procedures for the whole work day, with few opportunities for self-expression, will likely prove difficult and unsatisfying for you.
- You will probably become dissatisfied in a highly ambiguous work role that constantly puts you in new situations that do not lend themselves to the structured working style you sometimes favor.

Suggestions For Development

- If co-workers see you as inconsistent in your support for authority or tradition in the organization (and you may have to ask to find out), consider looking for more areas of your work to structure using methods accepted by the organization's leaders.
- Your preference for balancing flexible and structured personal styles represents an asset, as long as your style fits the level of structure required by your tasks. Consider asking co-workers how well you match your style to situations that need a structured approach and those that call for flexibility.

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Introverted				◆		Extroverted
Inward-oriented and reserved, you prefer one-to-one or small group meetings to larger groups. You like to concentrate on one task at a time in a quiet setting with few distractions. Interacting with others takes energy; you re-energize by spending time alone.						Outgoing, gregarious, and talkative, you enjoy meetings and gatherings of all kinds and conversations with many people. You like to work interactively on multiple tasks and don't mind interruptions. Being alone takes energy, you re-energize by spending time with people.

Responses indicate an **EXTROVERTED** style, indicating a more gregarious, sociable, talkative, sociable, affiliative and outward-oriented than many people who participated in this assessment, yet not as extroverted as some. Overall, registers as more comfortable dealing with other people and the world of action; are generally less comfortable than with inner thoughts and feelings, but in a few situations have some tendencies toward introversion with solitary analysis and reflection.

Strengths

- With your outgoing personality, you are at ease in most groups and adept at mixing in gatherings; you feel comfortable in social situations and dealing with others.
- You generally like tasks that involve interacting with many different people , especially those that involve talking, contacting, socializing, networking, and meetings.
- Your ability to engage other people usually enables you to readily make new acquaintances , forge new relationships, and interact freely with people you have just met.

Weaknesses

- People may at times see you as a better talker than listener; you may unknowingly over-contribute to meetings and conversations, sometimes to the point of irritating others around you.
- You may occasionally take a "ready, fire, aim" approach by forging ahead without adequate planning or preparation.
- You may sometimes talk too much or engage in social interactions when you should be focusing on the tasks at hand.

Best-Fit Work Situations

- It is important for you to work in settings where you can easily talk with people throughout the day and stay in touch with others.
- Your ideal work situation involves frequent, fast-paced interaction with other people and multiple interpersonal tasks, as in sales, marketing, teaching, public service, direct healthcare, employee relations, courtroom litigation, public relations, or customer service.

Worst-Fit Work Situations

- You may be dissatisfied working in a place that isolates you from others or leaves you by yourself for long periods, such as an out-of-the-way office, extended travel, or working at home.
- You may become de-motivated by work that requires sustained attention to detail or prolonged concentration on one task at a time with little or no opportunity for interaction with other people.

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Suggestions For Development

- Ask those close to you how satisfied they are with your listening skills . You may find that you need to do a better job at listening and understanding the other person's perspective.
- Examine how much time you spend interacting with other people and how much emphasis you put on socializing. Are you over-influenced by social cues? Could you usefully reduce your talking time in favor of other activities?
- While you may prefer to do problem-solving through discussions with others; for balance, , it may be helpful to push yourself a bit to do more individual reflection, analysis, and deliberation.

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Independent Self-reliant, you prefer working by yourself independently of others. You place primary value on individual contributions at work.				◆		Collaborative Collaborative, you prefer working jointly and interdependently with others on group efforts requiring cooperation. You place a high value on teamwork.
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Responses demonstrate a COLLABORATIVE orientation. Registers a stronger preference for teamwork, joint effort and cooperation than for working "solo" and relying on individual efforts.

Strengths

- As someone who strives to be a "team player" most of the time, you are generally motivated to fit into a group; you usually try to cooperate at work, at home, and in other settings.
- When your group succeeds, you generally are willing to share the credit and rewards with other members; you usually do not try to "hog" the glory for yourself.
- You typically like to take a positive role in helping groups operate smoothly, and you are often willing to pitch in and assist co-workers, participate in team assignments, and help the group reach its goals.

Weaknesses

- Some people may see you as too much of a follower or too compliant, unwilling to take strong stands without the approval, support, or guidance of a group.
- You may sometimes rely so much on collaboration that when you are called upon to do something difficult or complex by yourself, you become uncomfortable or have trouble doing so.

Best-Fit Work Situations

- You are at your best in a work setting that requires frequent coordination of activities, exchange of information, and interdependent action to achieve common goals.
- Your ideal work situation calls for you to spend a majority of your time serving as a member or leader of a cohesive team that operates by collaboration and consensus, as in service, consulting, and management teams.

Worst-Fit Work Situations

- You may be dissatisfied by work that requires too much solo effort, individual contribution, or products that grow primarily out of your own efforts.
- You may become unhappy spending too much time working in a remote location, on out-of-office assignments where you work primarily on your own, or in independent practice or a home-based business because of the separation from other people that such settings can impose.

Suggestions For Development

- For many like yourself who have a collaborative orientation, it can sometimes be a challenge to work independently or in situations where you do not consult and collaborate with others; consider developing your skills at carrying out individual projects.
- If you aspire to personal recognition or to leadership positions, consider whether you are doing enough to distinguish yourself from your peers and taking enough individual initiative.
- You might want to ask yourself if you are doing enough to come up with your own ideas and make original contributions at work.

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Operational Leadership					◆	Visionary Leadership
As a leader you emphasize immediate goals and day-to-day accomplishments. You focus more on implementation and tangible results than on strategy and long-term planning.						As a leader you emphasize the long-range vision of the future, broad mission, and over-arching values. You focus more on strategic planning and direction than on implementation and day-to-day tactics.

Responses reflect a HIGHLY VISIONARY LEADERSHIP style. Expresses a much stronger emphasis on the organization's vision of the future, mission and long-term strategic plan than on day-to-day operations and goals.

Strengths

- A "big picture" thinker, you are likely to excel at understanding how the organization fits in a global marketplace, and you may be adept at helping people see their parts in the grand scheme.
- As a visionary leader you focus on building a clear, shared picture of the organization's future, and you probably have skills in developing, clarifying, and communicating such a vision.
- Your comfort with abstract concepts enables you to put day-to-day concerns into perspective.

Weaknesses

- You may tend to be dismissive of co-workers who raise questions about specifics, intermediate steps, or gaps in your overall plan.
- Your enthusiasm for visionary plans may prompt people to see you as having "your head in the clouds," ignoring the practical realities of day-to-day implementation and management.
- Your preference for seeing the larger vision may lead you to overlook important details.

Best-Fit Work Situations

- Your ideal work situation calls on "systems thinking" abilities, as in business planning, organizational development, computer systems analysis, education, technical design, and architecture.
- Your visionary style is best suited to high-ranking executive positions that require strategic thinking and to positions that involve executive consulting or high-level systems planning.

Worst-Fit Work Situations

- You are unlikely to be satisfied in a position that keeps your focus mainly on day-to-day issues and problems, as in many jobs in production, operations, or logistics.
- You may find it difficult and unsatisfying to work in a job that requires constant attention to detail, as in inspection, editing, accounting, purchasing, contracts, or investigation.

Suggestions For Development

- For a visionary like yourself, it is important to find a compatible colleague with a more operational style with whom to collaborate closely in development, communication, consensus-building, and implementation planning related to your visionary strategies.
- To be effective as a leader or consultant, you must master the details of vision and the practicalities of implementing them. This calls for patience in discussing seemingly boring details and flexibility in revising abstract plans to match concrete realities.

Leadership Potential for Managers Test Report

Candidate: Jane Sample

Date: May 12, 2020

Accommodating Leadership Accommodating and respectful; you are motivated to seek harmony among the people who report to you and exert influence on them in an indirect manner.			◆			Assertive Leadership Assertive, motivated to exert influence and impose your will on the people who report to you. You take charge of things and prefer a strong leadership role.
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Responses indicate a preference for interacting with other people using both ASSERTIVE AND ACCOMMODATING styles equally—sometimes taking the lead and exerting influence in a direct, persuasive way; other times, being accommodating, seeking harmony and following the lead of others.

Strengths

- In seeking balance between asserting your own will and accommodating the desires of others, you can probably interact comfortably with a variety of people and "mix" well in varied groups.
- You may be able to "read" interpersonal situations for cues about whether to confront and persuade people toward your way of thinking or to seek harmony by letting them persuade you.

Weaknesses

- Alternating between accommodation and assertiveness may come across as ingratiating or "two-faced" if you act too assertively with subordinates and too accommodating with your peers and your boss.
- Some co-workers may see you as lacking insight if you misread cues about when to assert your viewpoint and when to seek harmony instead of confrontation.

Best-Fit Work Situations

- You may find it satisfying to work in positions that require assertive interactions with people outside the organization and accommodation with those inside, as in purchasing or sales.
- Your interpersonal style fits well in work roles that call for selectively varying assertiveness, as in positions dealing often with individuals of both higher and lower rank, cross-cultural ventures, "middle management" roles, and many management teams.

Worst-Fit Work Situations

- In a position that requires strong leadership, you may have difficulty sustaining the necessary assertiveness.
- You may have difficulty in a job that requires you to downplay your own opinions and focus mainly on understanding and satisfying the needs of others.

Suggestions For Development

- Some people who score as you did tend to "give in" for a while to the wishes of others at their own expense while resentment builds, then they "blow up" in an inappropriate manner. If this describes you at all, it may be helpful to ask co-workers for feedback about it so that you can vent your feelings before you reach a boiling point.
- To capitalize on a style of selectively varying assertiveness, you must have the skills to read social cues well enough to fit your behavior to the situation. Consider asking co-workers for feedback about how wisely you choose when to lead and when to follow.

Leadership Potential for Managers Test Report

Candidate: Jane Sample

Date: May 12, 2020

Role-Relations Oriented				◆		Human Relations Oriented
Concerned with treating subordinates equally, you keep an emotional distance from employees. You strive to keep work relationships free from bias or favoritism, avoid personal involvements, and maintain proper, professional boundaries.						Concerned for the welfare of subordinates and consideration of their needs and concerns, you show an active interest in the thoughts and feelings of the people who report to you. You maintain close relationships with them and prefer to know them personally.

Responses indicate a HUMAN RELATIONS ORIENTED management style, emphasizing consideration for the feelings, experiences and emotional states of direct reports.

Strengths

- When employees have problems, they can probably count on you to get involved and try to help. You are comfortable counseling employees about how to resolve difficulties.
- You are likely to have skill at maintaining harmony and cohesion in your work group, and morale is probably good most of the time.
- You prefer praise, affirmation, and recognition as motivational tools rather than criticism or reprimand. You are likely to practice coaching and mentoring.
- You take an active interest in the feelings, concerns, and well-being of the people who report to you. They are likely to see you as being considerate and understanding.

Weaknesses

- It may be difficult for you to reprimand, discipline, or give negative feedback to employees, even when they need it.
- You can get too close to employees, at the risk of compromising your professionalism or objectivity. The boundary between friendship and work role can become blurred.
- You may be tempted to spend too much time and effort trying to help problem employees when a different approach may be needed, like disciplinary action, task re-assignment, or even termination.

Best-Fit Work Situations

- You are most comfortable in work situations that allow open expression of feelings, time to process negative attitudes and emotions, and mechanisms for dealing with employee problems, fears, tensions, and grievances in a humanistic manner.
- You draw positive energy and insights from working with others who have a similar human relations orientation and concern for employee well-being and morale.
- Your style is likely to be appreciated in an organization that values employee relations and strives for high morale.

Worst-Fit Work Situations

- You are not likely to be very happy managing employees who are very tough-minded, unsentimental, and prefer to keep emotional distance.
- You may find it difficult to manage in settings where work roles are clearly delineated and company policies discourage individualized attention, discretion in handling problem employees, or fraternization with subordinates.
- Your management style does not fit well in an organization that focuses primarily on work output with little or no concern for employee morale or well-being.

Leadership Potential for Managers Test Report

Candidate: Jane Sample

Date: May 12, 2020

Suggestions For Development

- Are you spending too much time and energy on problem employees? Ask your boss about this.
- Ask employees for feedback about your management style - whether you are invading your employees' space or taking too much of an interest in their feelings, private concerns, or personal lives. Consider whether you are sufficiently professional in your relations with the people who report to you .
- If your efforts to create a committed , satisfied, loyal workforce are already successful, perhaps you should consider providing mentoring to other managers and supervisors.

Leadership Potential for Managers Test Report

Candidate: Jane Sample

Date: May 12, 2020

Participative		◆				Directive
You invite employees to participate in decisions and focus on delegation of responsibility and authority. You expect independence and initiative, and will give broad, general assignments, trusting employees to handle the details.						You closely direct the activities of employees and focus on authority and control. You expect employee compliance and will give specific, detailed assignments while closely monitoring progress and performance.

Responses indicate a PARTICIPATIVE management style, typically taking an empowering approach, emphasizing delegation and preferring to trust subordinates to take substantial responsibility.

Strengths

- People who report to you tend to feel comfortable offering creative new ideas for consideration.
- Those around you appreciate the value you place on democratic process in your work group and your willingness to overlook differences in rank.
- You generally ask for others' ideas before making a decision and can often be viewed as a manager who can build consensus and get buy-in for initiatives.
- Your participative management style builds commitment among those who report to you, and in a crisis they may "go the extra mile" for you.

Weaknesses

- At times you may give assignments that come across as vague or unclear.
- You may at times find yourself becoming so personally involved with employees that criticizing or disciplining them becomes difficult.
- You may need to put more emphasis on directing, scheduling, and organizing the work of people who report to you.

Best-Fit Work Situations

- You excel in situations that call for creativity and innovation, such as "high-tech" industries, research, new product development, and marketing units.
- You tend to be more comfortable in organizations with informal or casual cultures that downplay rank and status than in highly traditional cultures.
- Your management style is ideally suited to bright, motivated employees capable of working independently; you can handle a wide "span of control" with such employees, such as technical experts, research and development, applied scientists, and other professional groups.

Worst-Fit Work Situations

- In a traditional, bureaucratic organization or one that emphasizes authority and the chain of command, you are likely to feel uncomfortable and out of place, and you may have difficulty dealing with employees who expect to be given orders.
- You probably do not like reporting to a boss who has a highly directive management style.
- Your management style does not work particularly well with employees of limited motivation or ability who require close supervision, monitoring, or direction.
- Your style has a relatively poor fit with work settings or assignments requiring tightly scheduled, fast-paced, repetitive output.

Leadership Potential for Managers Test Report

Candidate: Jane Sample

Date: May 12, 2020

Suggestions For Development

- Ask supervisees for feedback about your management style - whether you are maintaining balance between asking for their participation and providing needed direction.
- Depending on what your supervisees say, consider obtaining training in time management skills, performance measurement, management by objectives, coaching, or project management.
- Find people around you who will watch the details of schedules, budgets, progress, and milestones and keep you informed.

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