

# Leadership Report

**JOHN DOE**

## Introduction

These observations are based on this person's responses to a well-researched and valid personality inventory developed specifically for use in business organizations. This measurement instrument (the Business Check List, or BCL) was developed and validated by licensed psychologists and is used in a broad range of companies to help them select the right people for their organizations in a wide variety of jobs. It also helps people reach their potential on the job by providing useful feedback to assist in the introspection process which can generate the insights necessary for growth and positive behavior change.

This report focuses on leadership and influence. As with the results of any personality inventory, this information should be interpreted with care. Although this is a very reliable instrument which has been validated in many work settings, it should not be the sole basis for making hiring, promotional or career decisions. Rather, it should be considered as another data point and as a source of information and focus for further interviews, reference checks and other valid assessment and/or developmental procedures. These observations may be of benefit in planning for this person's growth and development as a leader and to suggest ways in which he or she might develop more effective skills of persuasion and influence. They can also be used to help make selection decisions, but a full psychological assessment is more appropriate for high level managerial and executive roles due to their complexity.

## Leadership Report - Continued: JOHN DOE

### General Observations

His dominance and strategic orientation is found in managers as well as in individual contributors. This pattern is associated with a rapid pace, an ability to adjust quickly on one's feet and relatively strong needs for achievement. While people with this profile are competitive and sure of themselves, they usually have enough insight to control their confidence and impulsive urges. They usually have a take-charge and assertive manner and they are often articulate. They are comfortable setting broad strategic direction for others and they keep focused on their own longer range goals as a rule. They can sometimes intimidate others, but they generally relate well to people when they set their mind to it. In contrast to their generally open demeanor, they may have a more private and self-sufficient side. Independence is likely to be important to them.

His dominance in combination with his procedural and rule-oriented makeup is generally found in people who have both a strong sense of urgency and a perfectionistic manner. They tend to be orderly in their approach and expect others to operate in a similar manner. They often have a strong sense of right and wrong and can quickly display frustration when others do not meet their expectations. The procedural components of their personality temper their potential impetuosity and allows them to build an image of credibility and steadiness of purpose. They tend to focus more on task accomplishment than on people or emotional issues and they may try to overmanage other people. Occasionally they will be seen as militaristic, holding themselves and others to high and inflexible standards.

His combination of scores is often seen in people whose judgment is marked by prudence and conservatism. They tend to be highly introspective, self-examining and sometimes self-critical. They come across as private, reserved or self-sufficient but are typically able to relate well to most people. While they may have a broader fund of knowledge and the ability to operate on a more strategic level, they tend to be orderly and perfectionistic in their day-to-day functioning. They can sometimes hamstring their own creativity by being overly critical of the new and different.

Although his self-perceptions are moderately similar to those of people in managerial jobs, this isn't necessarily an indication of actual job performance. However, he is likely to get at least average ratings on measures of leadership from his own superiors. With proper coaching and critique, he should be able to further develop his leadership skills, providing he is so motivated.

He is likely to have an attitude of compromise and moderation in his approach to leadership. He strives to balance drive and intensity with tolerance and sensitivity to his people. Leaders with similar profiles usually try to get along with people while maintaining a focus on the task at hand. They are not likely to be seen as excessively demanding nor as overly easygoing in leadership roles. At worst, they may be seen as inconsistent because of their attempts to pay equal attention to task and people issues.

### Probable Assets

The following paragraphs describe some of the most likely strengths of people who have similar profiles, at least as far as their approach to influence and leadership is concerned. This is not meant to be a complete list of probable strengths, but it may provide some insights into this person's positive attributes in a leadership role.

#### **Technical orientation.**

He has a technical orientation and is likely to have much in common with technologists. People with similar results are often seen as good practical and technical problem solvers. If they have the proper knowledge and information, they are often seen as valuable resources for their subordinates.

#### **Reserved style.**

He is not likely to come off as pushy or aggressive in a leadership role. His subordinates are not likely to be threatened by him. He is not likely to hog the spotlight or to attract attention to himself. People with similar profiles usually let others take the credit. They don't move in quickly to persuade others nor do they usually push for their own advantage.

#### **Patience.**

His profile is one of general patience and low emotion. He is not likely to be overly impatient, hard-headed or frustration-prone when leading others. People with similar results are rarely argumentative. They are more prone to be cooperative and to operate in a stable, calm manner. They usually don't try to force their opinions onto others, and subordinates are likely to see them as approachable.

#### **Discipline.**

He shows indications of being disciplined and focused. In a leadership role, he should be able to add structure and definition to the efforts of his subordinates. He can provide the oversight and control which often helps people achieve a sense of focus and mission. He is unlikely to come across as passive or lax in his approach to detail. People with similar profiles typically have a keen sense of order and they add a sense of direction and structure to their organizations.

### Potential Derailers

The following paragraphs are meant as developmental suggestions. These are not necessarily fatal flaws or clear indications that there are major problems in these areas. However, they may point out factors which could impede this person's leadership development if not addressed appropriately. Some people de-rail because of an over-use of their strengths and some people run into trouble because of the downsides of their assets. Negative outcomes can be a product of an interaction effect between two or more normally positive attributes. Although there may be no behavioral indications of trouble in these areas, this material should be used as a roadmap to highlight potential opportunities for further growth and development.

#### **Overly technical.**

There are signs that he has a technical orientation. While not a problem in itself, this pattern sometimes causes leaders to focus too closely on the details and technicalities of the task. Although usually rational and analytical, they sometimes lose sight of the interpersonal issues which may be involved. He may increase his effectiveness in a leadership role by focusing more closely on the social, emotional and motivational aspects of the task.

#### **Potential difficulties adapting.**

People with similar patterns of results sometimes have trouble adapting to new bosses or new situations. They tend to function most comfortably when things are predictable. In a leadership role, this can interfere with their abilities to meet new challenges and obstacles with enough flexibility. They tend to settle into a groove and may need occasional encouragement when the environment shifts or when there are frequent changes.

#### **Over-managing.**

He is likely to focus on the details of the task, possibly to the point at which he becomes perfectionistic and begins to manage too closely. Leaders with this profile need reminders of the importance of delegation. They tend to try to take up the slack for others and run the risk of overloading themselves and/or becoming a bottleneck.