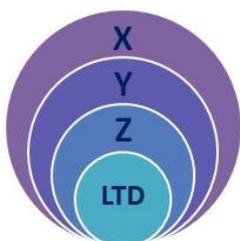




*Professionally Developed  
and Validated Assessment Systems*

## Leadership Report

Created for:



Candidate Name	LAURA LANE
Remote/In-House	Remote Candidate
Company	XYZ, Limited
Position	Regional Manager
Hiring Manager	John Jones
Phone #	999-999-9999
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This **Leadership Report** is based on Ms. Lane's responses to the items on the eTest® personality inventory, an assessment instrument intended specifically for use in business organizations. It was developed and validated by licensed psychologists. It is used to help organizations select the right people for a wide range of jobs, and to help people realize their full potential by providing useful feedback for growth and positive behavior change.

This report was computer-generated and should be used in conjunction with other relevant information. It is based on natural personality traits which are relatively stable over time, and which influence behavior consistently in a wide range of situations. However, personality is not destiny. People can learn new skills and behaviors to modify the expressions of their fundamental personality traits. This is especially true of leadership. As has been definitively proven by the US Marine Corps and other organizations, leadership can be taught.

This report is intended to highlight a person's most likely approach to management and leadership, and to offer insights about strengths and possible needs for development. These observations may help 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.

The narrative statements and the observations about probable assets and potential areas for development are the result of an algorithm that figures out what a consulting psychologist would be likely to say about a person with this particular profile as it relates to predicted leadership behaviors. It is based on professional judgment resulting from the analyses and interpretations of thousands of profiles of people in leadership positions.

**General Observations.** These paragraphs provide an overview of the person's approach to work and leadership. They include perceptions about leadership similarity and likely performance, and the person's predicted balance between the task and people dimensions of leadership.

**Probable Assets.** This section identifies and describes some of the most likely assets the person brings to the leadership function.

**Areas for Development.** Although there may be other appropriate avenues for positive change and growth, these paragraphs would be good starting points for further focus and development as far as the leadership function is concerned.

**Big Five Personality Factors.** The **Leadership Report** is based on the full complement of personality and empirically-derived prediction scales available from the full eTest battery. Many of the observations in this report are related to the "Big Five" personality factors. As noted elsewhere, personality is useful to help predict and understand our behavior in a wide variety of situations, but it is not destiny. People can learn, grow and develop in many ways over time, and there is no right or wrong personality profile. Most people find it helpful to understand their fundamental personality traits. This information can be useful to help people figure out strategies for using their strengths effectively, and to help avoid any potential personality-related pitfalls as they further develop their leadership insights and skills.

**Blueprint for Success.** This final section offers suggestions and insights about effective leadership behavior. It is a summary reflection of the best of our knowledge concerning success in leadership.

She has an extraverted yet procedure-oriented pattern which may cause her to show significant variability between her social and work styles. People with this combination tend to be detail oriented, somewhat fastidious, generally controlled and structured in their work. They typically channel their often high levels of drive and energy into relatively conservative approaches to their duties. They are practical and fact oriented. They tend to be highly controlled in their public roles, particularly with negative emotion. In a social setting they may have a more upbeat, enthusiastic and sociable manner. They are often more confident in social interactions than when dealing with ambiguous work demands. They may show a more rigid or insensitive side when they are in a position of authority. They can occasionally be overbearing in these circumstances. They often have a high degree of confidence when they are following clearly defined rules. This may cause them not to question whether the rules are appropriate or whether they still make sense.

Her dominance in combination with her 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 allow 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.

She has a combination of boldness and extraversion, which occurs with moderately high frequency in the general business population. People with this pattern are likely to display a high degree of energy, an orientation towards action and a sense of restlessness or urgency. This high drive level is typically accompanied by a high degree of self-confidence, particularly in social settings. These individuals have the capacity to be positive and direct in their communication and typically display a high degree of social ascendancy. While they have the capacity to be motivating and persuasive, they can also be overbearing or overwhelming in their approach. They are subject to excessive confidence and may oversell themselves or overstate their position. They are often successful in sales roles and often focus their career goals on higher leadership positions.

Although she doesn't perceive herself the way many people in managerial roles perceive themselves, she may have somewhat greater potential to develop managerial skills than she has realized. She is likely to get at least average ratings on measures of leadership from her own superiors. Training, coaching, concentrated individual effort and the proper assignments may help her to further develop her skills in this area.

She is likely to approach leadership with an attitude of moderation and compromise. She should be able to balance an orientation towards people with adequate intensity. She is not likely to be seen as excessively demanding nor as overly easygoing when leading others. People with similar scores typically try to get along with others while maintaining their focus on the task. They usually balance tolerance with drive. At their worst, their attempts to focus equally on task and people issues can cause them to appear inconsistent.

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.

**Outgoing style.** In a leadership role, she is likely to have an extraverted, outgoing and gregarious style. She typically enjoys interacting with people and communicating. People with similar profiles are typically expressive and focused on people. They like to maintain relationships and they enjoy being able to influence others. She is likely to be seen as a sociable leader and as someone who seeks to communicate.

**Expressiveness.** She is likely to display high levels of drive, energy and intensity in a leadership role. People with similar profiles are often driven and expressive. They focus intensely on success and they can add spark to an organization. They are often spontaneous and they enjoy being in positions of influence. She is unlikely to be seen as passive or complacent in a leadership role.

**Discipline.** She shows indications of being disciplined and focused. In a leadership role, she should be able to add structure and definition to the efforts of her subordinates. She can provide the oversight and control which often helps people achieve a sense of focus and mission. She is unlikely to come across as passive or lax in her 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.

**Sales similarity.** Her profile is similar to those of sales people. While this may not indicate that she will be persuasive, it does suggest that she will be comfortable influencing others. She is likely to be alert to opportunities to communicate her ideas and to try to set the agenda when she has a chance to do so.

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 derail because of an overuse 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.

**Not taking enough risks.** Her profile is not one which is associated with risk-taking. Leaders with similar results sometimes need to force themselves to move beyond their comfort zones and go out on a limb more often. They sometimes become risk-avoidant and consequently don't realize their full potential. She may benefit from an occasional prod to shake things up to some degree and to move away from the security of the predictable, conventional response to new problems.

**Rigidity.** There are some signs that she may be disciplined, rule-bound or structure-oriented to the point of inflexibility. People with such patterns are often highly motivated to be successful but run the risk of sabotaging their efforts by being too rigid. Leaders with this characteristic may be successful in highly structured, routine and task-centered environments but lose effectiveness when the situation changes and becomes more fluid or ambiguous. She may need help loosening up to some extent and becoming more comfortable with a lack of structure and definition.

**Dependence.** She has a pattern of results which can cause a person to rely too heavily on outside direction and to depend too much on others before taking action. Leaders with too many tendencies towards dependence rarely inspire their teams to maximum performance. While their organizations may often be characterized by interdependence and team cooperation, they also tend to foster a culture which rewards caution and mistake-avoidance. This makes it difficult for people to act quickly and decisively in the face of new opportunities or threats.

## EXTRAVERSION



### Low Score Meaning

Introverted, socially reserved  
 Shy, preference for working alone  
 Private and self-sufficient

### High Score Meaning

Extraverted, sociable  
 Gregarious, expressive  
 Prefers to work with people

## EMOTIONAL REACTIVITY



### Low Score Meaning

Calm, relaxed, unemotional  
 Stress-tolerant, not easily frustrated  
 Even-tempered, complacent

### High Score Meaning

Tense, anxious  
 Impulsive, high-strung  
 Emotional, expressive

## BEHAVIORAL CONTROL



### Low Score Meaning

Spontaneous, adaptable  
 Impulsive, undisciplined  
 Low detail-orientation, careless

### High Score Meaning

Disciplined, tenacious  
 Conscientious, detail-focused  
 Controlled, stubborn, inflexible

## AGREEABLENESS



### Low Score Meaning

Blunt, driven, intense  
 Direct, independent, abrupt  
 Little need for harmonious relationships

### High Score Meaning

Cooperative, likable, approachable  
 Soft-hearted, easygoing, passive  
 Motivated to please people and get along

## COMPLEXITY



### Low Score Meaning

Focused interests, tactical, practical  
 Hands-on, active, not introspective  
 Little interest in intellectual issues

### High Score Meaning

Broad intellectual and academic interests  
 Free-thinking, reflective, strategic  
 Open to new ideas and complexity

Regardless of the personality characteristics you bring to the table, here's the formula for success in leadership:

1. Hire smart people who get along well with others, who work hard and who do what they're supposed to do;
2. Set a great example with your own behavior;
3. Give your people clear goals with the proper incentives;
4. Then get out of their way.

Simple concepts, difficult execution. Leadership success may be related to our natural inclinations and personalities to some degree, but a great deal of it involves behavior that can be learned. The observations from this report can provide you with information about your current probable strengths and potential liabilities as a leader, and hopefully will help you to develop strategies to further develop the skills and insights that will lead to greater success.

Think of the best leaders you know. They may have widely different personalities, but they will be effective in four crucial areas. These are the I-Competencies - Head, Heart, Guts and Will:

1. Head (The Intellectual Competency). They are good sources of information and problem-solving. You should understand your functional area, but you don't need to be the most technical member of the team. You need to be able to help people solve problems and help them keep things in context. Knowing your stuff is key to building trust, but you need to know when to let others handle the details.
2. Heart (The Interpersonal Competency). They make connections with people. People need to know what they think of *you* before deciding what they think of your message. Leaders who engage others are more successful. Good communications skills, and at least some degree of social insight, are essential to success in leadership.
3. Guts (The Integrity Competency). They behave with integrity. Good leaders build trust by showing that they will take care of their people and that they will apply the rules fairly and equally. Your people need to know that you have their backs. Trust and good information are the cornerstones of credibility.
4. Will (The Intensity Competency). They put forth the effort. They may not show external signs of intensity, but it is there. They have the drive and energy to stick with it and make things happen. You need to have the stamina to stay focused and keep your people moving in the right direction.

At its most basic, leadership involves getting people focused on a vision of the future and helping them to accomplish it. As has been noted by many others, management is about doing things right, but *leadership* is about doing the right things. Great leaders ask great questions, and they explain *why*.

A few people may be natural leaders. But with the right feedback, motivation and incentives, anybody can get better at the skills necessary for success in leadership.

Hodges L. Golson, Ph.D.

Co-Founder: Management Psychology Group and eTest.net

Author: *Influence for Impact* and *Active Leadership*