



22/09/2016

LEADERSHIP SKILLS: Mr Test Sample

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Leaders possess a 'vision': a long term view of the shape of an organisation, a brand, product, service or project. This vision shapes other people's actions and decisions. Leaders enthuse and motivate people by the way they communicate this vision. They form great teams, some of whose members know more about specific areas than them. Leaders point their team in the right direction, through their vision; they set the ground rules while enabling a team and its members to achieve their full potential. They allow people to make mistakes - but not too many. They praise as well as correct.

Leaders act quickly to solve problems. They know enough about their business or particular organisational competences to be respected, but they don't get lost in detail. They walk the talk: they act in a way which consistently reflects what they say, creating trust and a reputation for integrity.

PERSONAL LEADERSHIP STYLE

Test Sample's profile indicates that his leadership style is personable and procedural. His leadership skills may be suited for specialist areas of expertise. He would likely perform best in an organisation whose culture is structured and democratic. He is likely to have a collaborative approach and will tend to build positive relationships with his colleagues. However, he may be reluctant to address underperformance to avoid compromising his relationships at work.

His leadership potential will also depend on aspects of his emotional awareness and level of fluid intelligence.

Likely Leadership Strengths

- Comfortable working with people in a structured environment
- Has respect for tradition and tried and tested methods
- Friendly by nature, gains the trust of others
- Likely to be a good mentor
- Helps others and enjoys providing a service
- Loyal and hardworking

Potential Leadership Limitations

- May set objectives that others do not find challenging enough
- May be too lenient and accommodating with under performers
- May procrastinate at times
- May take criticism personally

General Communication

Test Sample has the natural characteristics required for good verbal and written communication. Due to his friendly and usually outgoing manner, he is likely to add enthusiasm to a subject. He will tend to listen to opinions and adapt his

behaviour in order to win his way and is likely to be prepared to involve others in terms of communication. Test Sample's profile suggests that although he will be comfortable asserting his views in his own area of expertise, he may avoid conflict of opinion if he is dealing with issues outside of his remit. Therefore, it may be beneficial to assess Test Sample's general assertiveness as it is a trait that is linked to effective leadership.

Presentation Style

Test Sample is likely to be skilled at presenting subjects of a specialist procedural nature. As he will tend to be talkative Test Sample is expected to have good qualities for presenting information to other people. He is likely to be prepared to give specialist advice where required and have clear abilities to develop a methodical approach to selling his ideas. It should also be noted that Test Sample will invariably feel more comfortable where he can give advice rather than have to push others to achieve.

Decision Making Style

Test Sample's profile suggests that he tends to make decisions that fit in with organisational policies or procedures and within his own area of knowledge. However, there are indicators which suggest that he may find it challenging to make decisions quickly in areas that he is not familiar with. In these instances, he is likely to prefer to take time to make decisions as he will prefer to fully understand a problem or situation before deciding to act upon it. This may frustrate colleagues who are keen to take action immediately. He may also avoid taking tough decisions, especially those which involve disappointing people.

Meeting Deadlines and Time Management

Test Sample is likely to work hard to meet all the requirements of an assignment or project, including the deadline, but may need time to plan ahead and to work in a methodical way. Whilst he tends to dislike close supervision and frequent interruptions, Test Sample's helpful, friendly manner can result in him taking on more work than can reasonably be completed on time and his superior may need to help him learn to say 'no'.

Test Sample's profile suggests that he is hard-working and sincere in attempting to meet all deadlines and he will tend to have a preference for completing one task before starting on the rest, which can be beneficial to ensure tasks are completed. However, he may tend to dislike being pressurised to work less methodically and may become strong-willed in resisting attempts to hurry him if he judges disorganisation and lack of consideration to be the reason.

Goal Focus

Test Sample will tend to be motivated by favourable and sincere relationships within a stable environment and with a close-knit group of people. Test Sample will most likely be an effective leader as part of a team where decisions are not vested solely in him and where he can gain genuine recognition coupled with a strong feeling of group inclusion.

Administration

Administration and organisation are likely to be leadership assets and he will tend to be persistent, thorough and procedural by nature. He should have no problems in following through and finishing the job, provided that he is interested in what he is doing and puts his mind to completing the task. Test Sample will tend to be particularly good at organising people and will work hard to achieve a positive and acceptable end result.

Planning and Problem Solving

Test Sample is likely to plan in a thorough and methodical fashion. He is likely to organise work so that it is completed with all loose ends tied up. This may gain the trust and respect from his team as he is likely to follow through with their plans. However, security is likely to be important to Test Sample, which may prevent him from making strategic plans which may

involve risking his secure environment. However, assessing Test Sample's impulse control and adaptability may shed more light on how to plan for the future.

Test Sample is likely to prefer to solve problems as a team. This can be valuable as it ensures all points of view are considered. He may also make others feel empowered and motivated by including them. However, when solving a problem his indecision could adversely affect his problem solving abilities, particularly the speed in which he resolves difficult situations.

Ensuring Quality and Accuracy

Test Sample is not likely to be naturally detail-orientated, but his thoroughness and desire to please will tend to result in work being of a consistently high standard. He may make trivial mistakes if expected to work with technical or highly complex data on a regular basis, or if pressurised into cutting corners and working less methodically.

Whilst he will tend to be careful during the process of generating work, he may not always check the end result and thus could overlook errors if he does not have the ability to pick up errors and inaccuracies. He will generally like to create systems and procedures to improve the efficiency of his work, but may only do the same for overall quality control if specifically asked to do so. He tends to be generous in taking the needs and work-styles of others into account, but may be too tolerant of those who fail to adhere to systems.

Handling Criticism and Aggression

Test Sample will generally strive to create a friendly, trouble-free environment and will work determinedly to defuse antagonistic situations. His desire for approval and inclusion may result, on some occasions, in Test Sample being overly accommodating. He may even over commit himself to avoid a confrontation. He is, however, likely to possess the skill to stabilise excited people.

Test Sample may be sensitive to criticism and may become unsettled if the criticism is of a personal nature, and, at times, internalise the issue.

TRAINING AND DEVELOPMENT NEEDS

If Test Sample is an existing leader within the organisation and the above-mentioned limitations are evident, then we recommend that you consider providing him with the training recommended below, but only if such training has not previously been undertaken.

Objective Setting

People who are competent in setting long-term strategic targets identify critical, innovative and far reaching objectives. They will not only communicate their requirements verbally to others but will also commit them to paper, informing those involved of their objectives, timescale and where their particular area of responsibility and authority lies in order to gain achievement. Goals and key tasks must be testing for self and others, and should be seen to be achievable, valuable and measureable.

Test Sample may benefit from training in the following areas:

- establishing tough objectives;
- identifying key tasks;
- defining how performance will be measured;

Assertiveness

People who are assertive are usually positive and confident, yet organised and objective. They are willing to urge others to achieve better results and do not back down to antagonistic individuals.

By not negotiating tough targets, Test Sample may bring about a loss of direction which may cause frustration, problems or pressure.

Test Sample may not appear to be assertive outside his area of expertise and this may need attention if his leadership abilities are to be enhanced.

He may benefit from training which covers the following:

- Personal Rights - An individual has the right to express a view or opinion, share feelings, change his mind and not be patronised.
- Facing Assertion or Aggression - How to deal with these behavioural traits in others;
- Conflict Resolution ;
- Handling antagonistic situations;
- Negotiation;

INTERVIEWER'S GUIDE: Mr Test Sample

INTERVIEWER'S GUIDE - PERSONAL PROFILE ANALYSIS

Test Sample

We recommend that the following questions be considered by the interviewer when meeting with Test Sample. These probing questions have been designed to assist the interviewer in gaining a more in-depth understanding of Test Sample, his strengths, limitations and behavioural style. This exploratory approach has been prompted by the contents of the PPA report.

Major Movements Graph II

When under pressure Test Sample is likely to make some important modifications to his preferred behavioural style. It is recommended that the underlying causes and the possible consequences of these changes be recognised, discussed and understood. The impact of these pressure induced modifications on his performance, on the organisation as a whole, and on his interpersonal relationships at work should not be overlooked.

Concentration, Compliance and Precision

- To what extent do you perceive your preferred operating style as being either independent and always prepared to explore the untested; or to be more conventional, logical and procedural? What examples can you relate in support of your claim?
- At this point in time, while faced with above average work pressures, how are you feeling about the demands being made upon you when fulfilling your responsibilities?
- To what extent are there expectations that you should modify your natural style and methods of achieving your tasks and objectives?

The following series of questions can be used to verify the profile and the extent to which Test Sample is aware of his impact on others within the working environment. They are also designed to identify whether he is adaptable in terms of modifying his behaviour to meet the needs of colleagues.

- What role and importance does personal popularity play in your system of values?
- At work what aspects of your behaviour do you believe your associates relate to most positively? Relate some examples of this.
- What do you find most difficult to accept or cope with when working closely with others who do not share your own values and standards?
- Do you enjoy working on your own or on the periphery of a team? Where do you feel you are able to contribute most effectively?
- Influencing others to your point of view is seen to be a particular strength of yours. What examples of this talent can you relate?
- What situations at work please and motivate you the most?
- How important is time management to you in your day to day responsibilities? When has poor time management impacted negatively on your performance? What were the consequences?
- What specific instances would you like to be remembered for with regard to your dependability, sincerity, self-control and persistence?

And finally, is there anything else you would like to tell me that I have not asked about?

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CANDIDATE FEEDBACK: Mr Test Sample

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DESCRIPTIVE WORDS

Communicative, friendly, influential, persuasive, verbal, dependable, persistent, good listener, non-demanding, accommodating, stubborn, strong-willed and independent.

GENERAL CHARACTERISTICS

- Good people skills.
- Can tie up the loose ends and see a job through to conclusion.
- Has the ability to listen to and advise others.
- Prefers the security of a structured working environment.
- Non-demanding and non-aggressive; prefers to do business in a friendly manner.
- Strives to maintain harmony in the group.
- Stubbornly independent.
- Friendly and sincere; gains people's trust.

Motivators

Test Sample is motivated by popularity, freedom of speech, democratic relationships and monetary rewards to cover good living. Security of situation, a happy home life and the status quo are also important to him. He likes sincere appreciation and recognition for a job well done.

Should Test Sample have a boss, then ideally that person will be a participative but diplomatic leader, who has an interest in people. He needs the work parameters to be clearly defined, however, it is equally important that the boss realises that Test Sample works best within the security of a structured working environment.

Values Test Sample brings to the Organisation

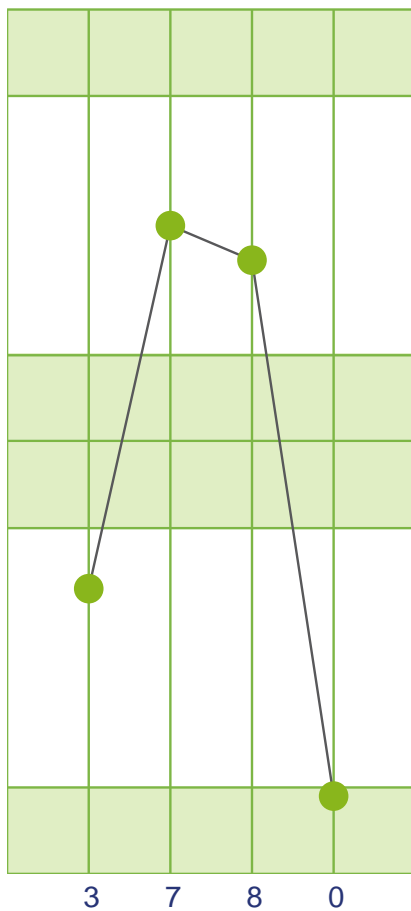
Test Sample is able to relate comfortably to people, be they in his team or strangers. He is a capable communicator with highly developed verbal and listening skills. He may well assume the unofficial role of advisor/counsellor to his co-workers and subordinates. He makes good first impressions and wins people over with his charm and enthusiasm that is highly infectious. In fact, his ability to motivate others, and to sell his ideas, products or concepts is his greatest strength. He demonstrates persistence in the completion of tasks and can be relied upon to see projects through to their final conclusion.

GRAPHS & SCORES: Mr Test Sample

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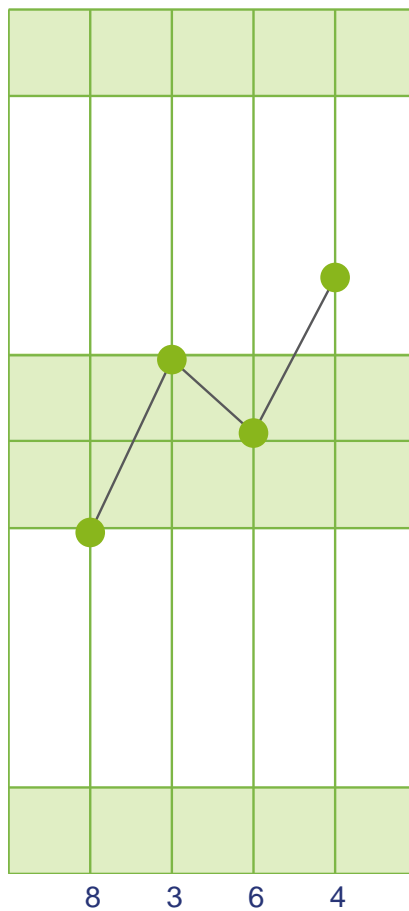
I
Work Mask

D I S C



II
Behaviour Under Pressure

D I S C



III
Self Image

D I S C

